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ABSTRACT

This 3-year strategic long-range master plan states the intended direction of Black Hawk College-East Campus (BHC) in Illinois for October 1986 to October 1989. The report begins with a series of graphs offering various service area comparisons between rural Illinois residents and BHE students; enrollment data; and student demographics. Next, the report provides an overview of the philosophy, purpose, and direction of the campus; highlighting its planning process, mission, and process and environment for planning. This section includes background information on economic trends, service area demographics, and industry/community needs. After BHC's planning assumptions are presented, the current institutional mission is specified, indicating that BHC is committed to a broad educational mission that includes instructional programs and related services which are student oriented, excellent in quality, and easily accessible. Next the operational goals and objectives of the campus are set forth, which include supporting existing quality services and programs, developing new and existing instructional delivery systems, and establishing competencies for all vocational programs. Finally, a more detailed statement of the Long-Range Master Plan presents specific objectives, identifying the personnel/positions responsible and time frame for each. (Author/EJV)

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ED277439

Long-Range Master Plan
1986 - 1989

Black Hawk College
East Campus

IC 870 067

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ABSTRACT

This three-year strategic long-range master plan states the intended direction of Black Hawk College - East Campus for October, 1986 to October, 1989, providing an overview of the philosophy, purpose and direction of the campus; and highlighting its planning process, mission, and process and environment for planning, presenting background information on economic trends, service area demographics, and industry community needs. Next, planning assumptions are presented. Then, the current institutional mission is specified, indicating that BHE is committed to a broad educational mission that includes instructional programs and related services which are student oriented, excellent in quality, and easily accessible. Next, the operational goals and objectives of the campus are set forth. These include supporting existing quality programs and services, developing new and expanding existing instructional delivery systems, establishing competencies for all vocational programs, emphasizing flexibility in scheduling, initiating new and improving current occupational programs, emphasizing continuing education, improving remedial/developmental education, establishing systematic program reviews, improving advising and placement services, securing resources to bolster services, improving marketing, using the planning process as a management tool, promoting a student-centered approach in all services, enhancing the financial aids system, improving admissions and registration systems, providing comprehensive staff development, enhancing orientation systems for new students, and focusing development of recruitment and retention systems. Finally, a more detailed statement of the Long-Range Master Plan presents specific objectives, identifying the personnel/positions responsible and time frame for each.

BLACK HAWK COLLEGE - EAST CAMPUS

THREE-YEAR LONG-RANGE MASTER PLAN

SEPTEMBER 1986

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In all of creation there is a plan.

It is to the Master Planner that
this work is dedicated.

BHE LONG-RANGE MASTER PLAN
PREFACE

The BHE Long-Range Master Plan is a three-year operational action plan to implement strategic expansion and modification of the services provided by BHE to the BHE Service Area in an effort to move BHE toward self-sufficiency. Self-sufficiency is defined as achieveing a revenue to cost ratio percentage of 100%. The directive for development of this plan was originated in 1984 by Dr. Ronald Williams, former President of BHE, through application for and receipt of a $25,000 Title III Strengthening Developing Institutions Program Planning Grant with assistance from the Assistant Dean, Dean of Student Services, and 3 University Parallel faculty members. The following individuals should be acknowledged for their dedicated efforts and contributions to the development of this Long-Range Master Plan:

Laverne Weidler	University Parallel Faculty, Recruitment Taskforce Leader
Carla Hillman	University Parallel Faculty, Retention Taskforce Leader
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Cheryl Ewert	Student Services, Curriculum Taskforce
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Ruby Anderson	Student Taskforce Member, Recruitment Taskforce
Brenda Schmidt	Student Taskforce Member, Retention Taskforce
Lois DeRycke	Student Taskforce Member, Retention Taskforce
Connie Shane	Student Taskforce Member, Curriculum Taskforce
Sue Gaught	Student Taskforce Member, Instructional Methods Taskforce
Lynn Woller	Public Information Office
Patricia Briggs	Project Secretary
Darlene Collinson	Registrar
Carolyn Anderson	Faculty Senate President
Ronald Williams	Former President
Robert E. Lee	University Parallel Faculty, Project Director

Additionally, recognition should be given to the assistance provided by the Registrar's Office; the Administrative Council; volunteer students; the secretarial staff including Bea Haines, Peggy Gaff, Christy Vigor, and many others. A special thanks for guidance goes to the internal and external evaluators including Dr. William Piland, Dr. Ron Shade, Ron Hewitt, Gary Harrison, and Joe Dockery-Jackson. Finally, to the many others who willingly volunteered their time, talents, and support - THANK YOU!

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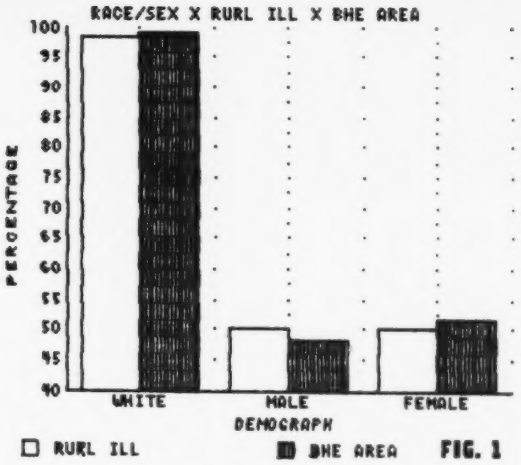
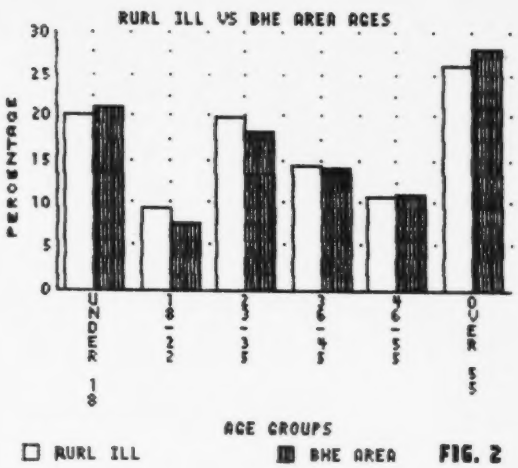


FIG. 1



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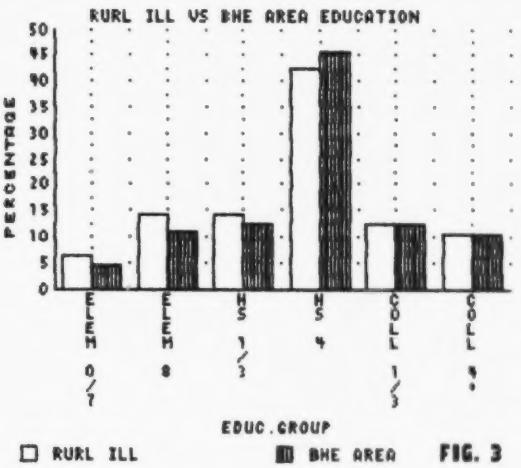

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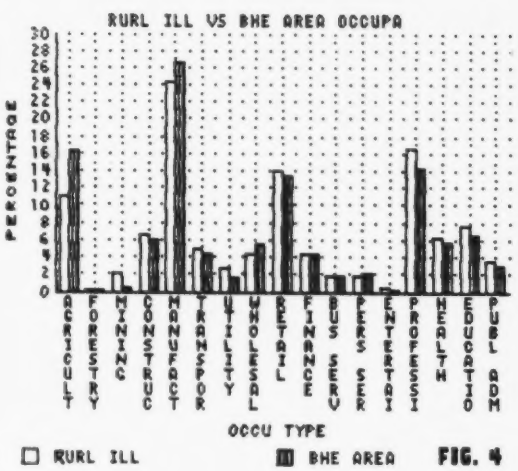

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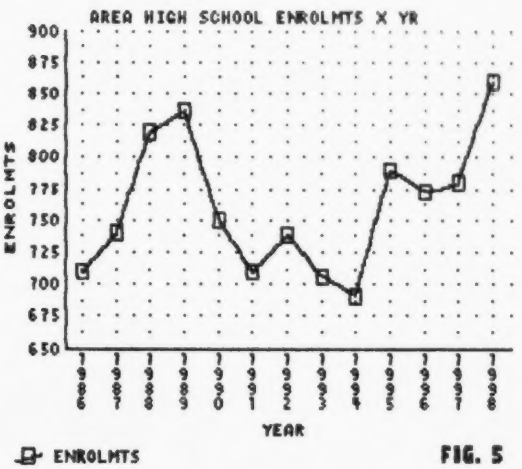

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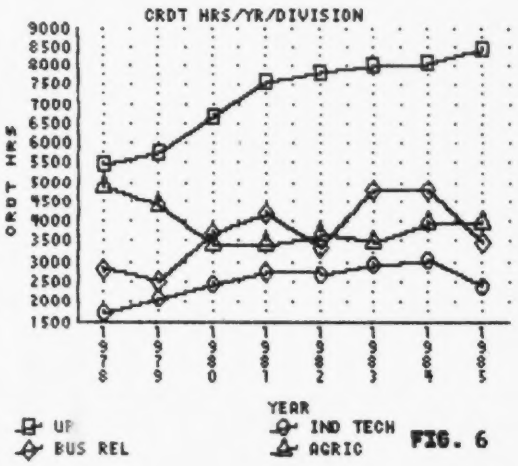

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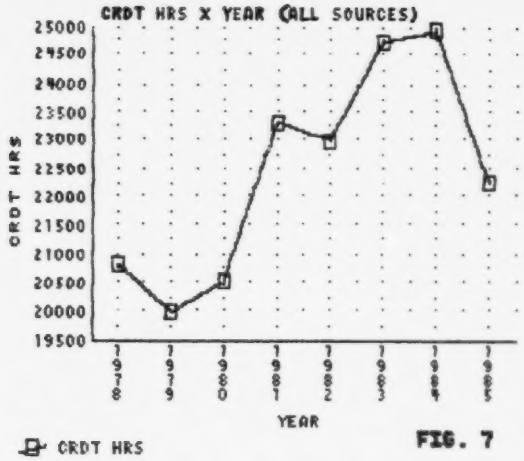

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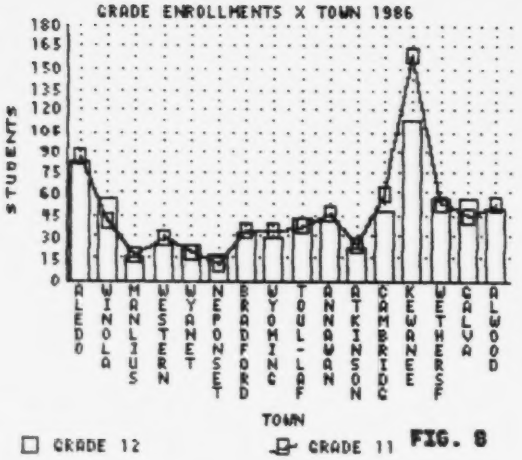

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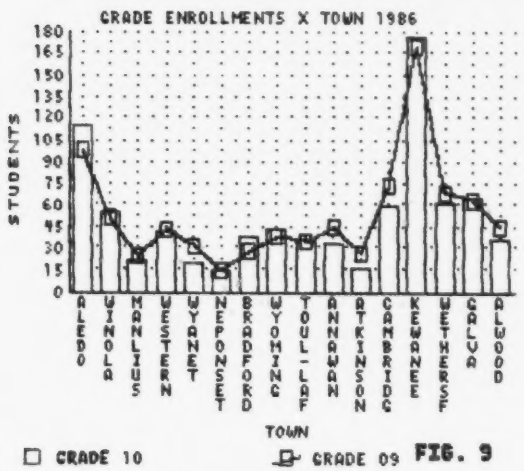

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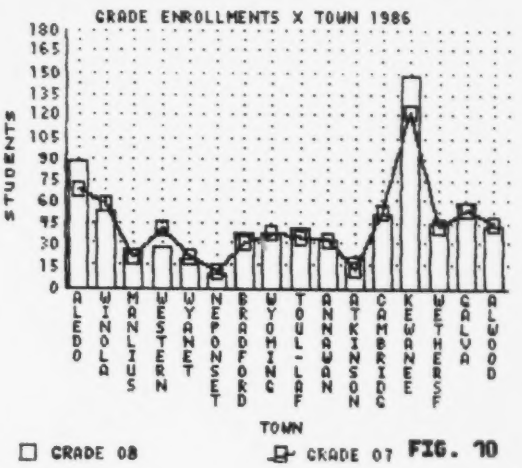

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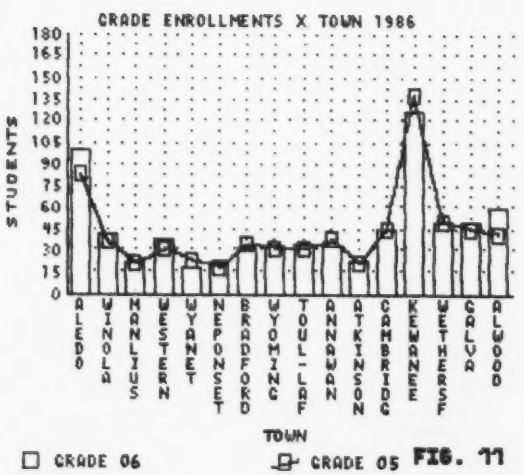

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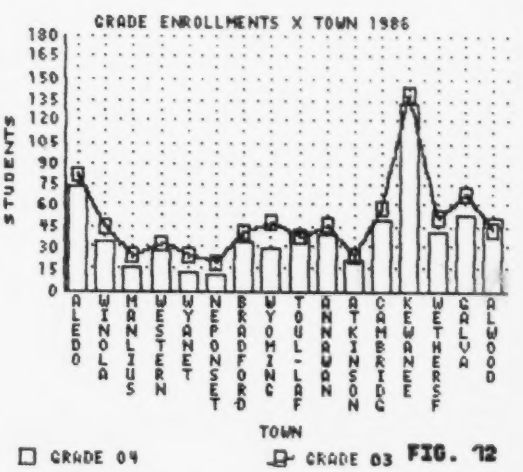

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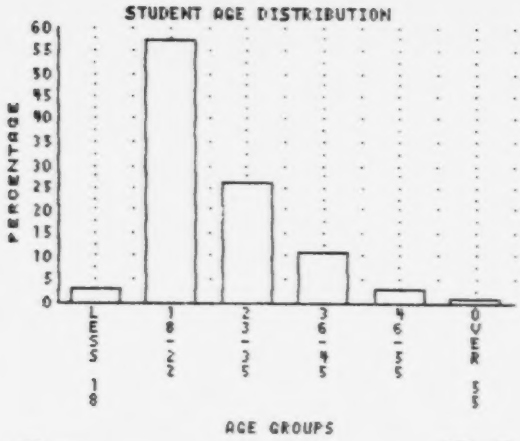
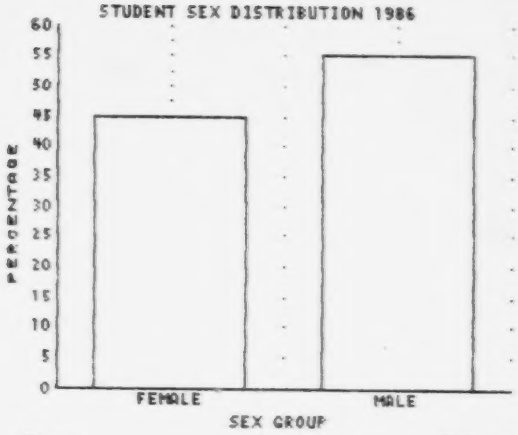


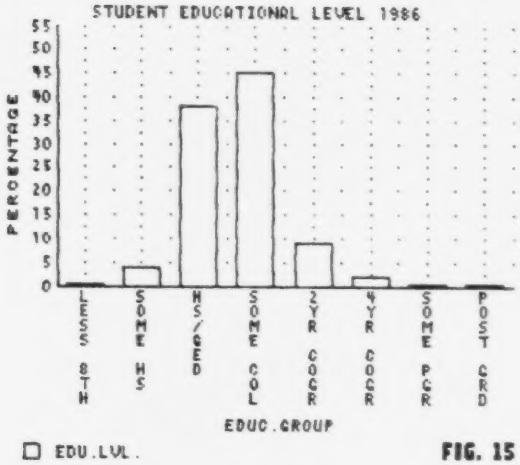
☐ AGE

FIG. 13



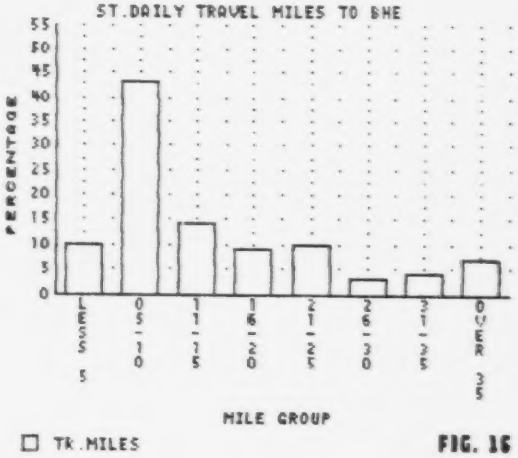
☐ SEX

FIG. 14



☐ EDU.LVL.

FIG. 15



☐ TR.MILES

FIG. 16

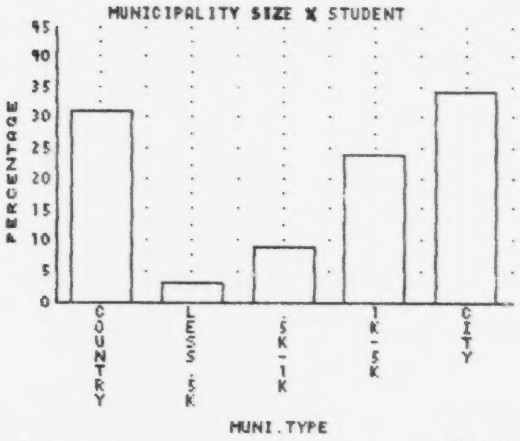


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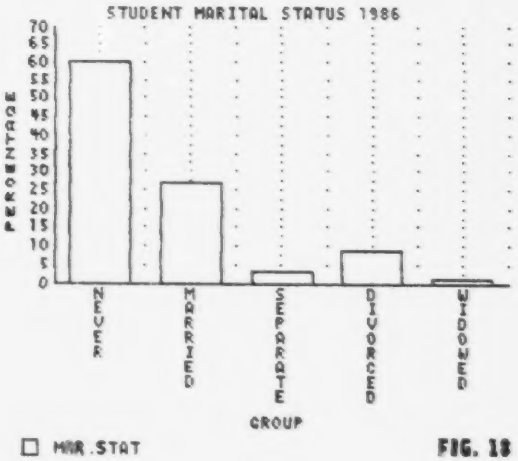
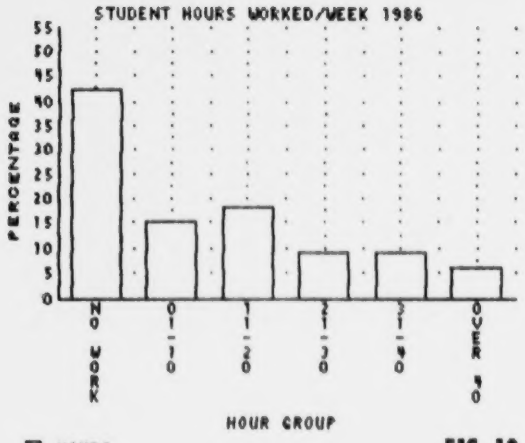
FIG. 17



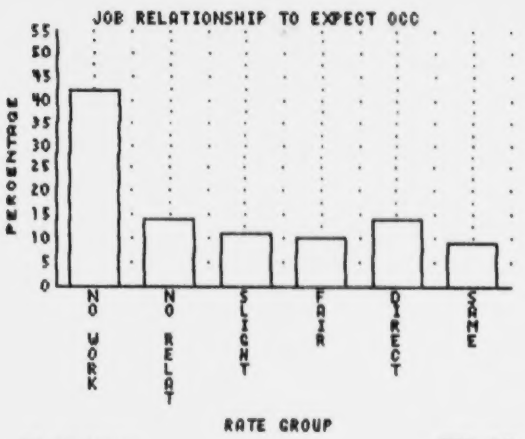
☐ MAR.STAT

FIG. 18



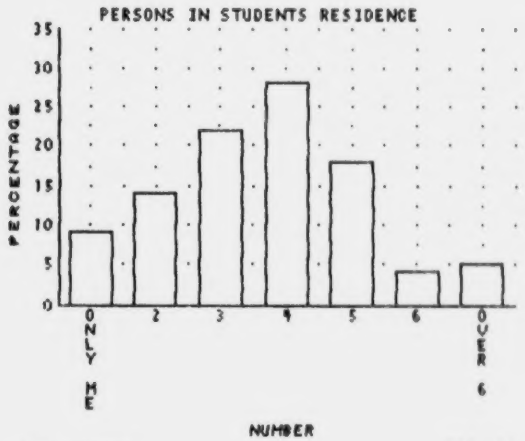
☐ HOURS

FIG. 19



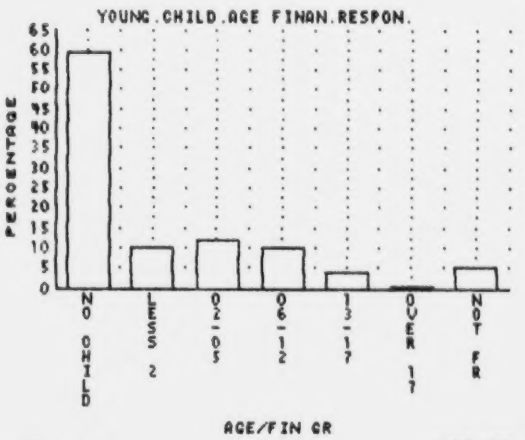
☐ RELNSHIP

FIG. 20



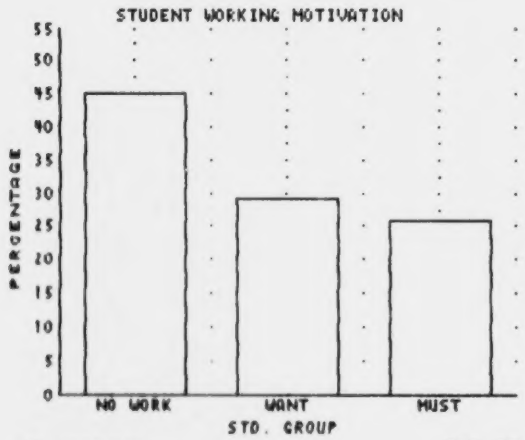
☐ PERSONS

FIG. 21



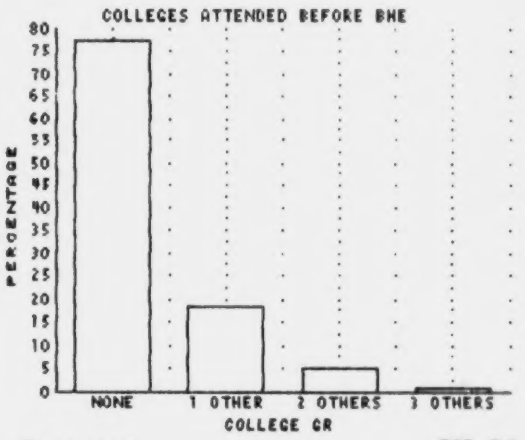
☐ CHIL.AGE

FIG. 22



☐ MOTIVATE

FIG. 23



☐ COLLEGES

FIG. 24

INTERPRETATION OF FIGURES

Figure 1 A comparison of all rural Illinois to BHE Service Area race, male, and female distributions.

Figure 2 A comparison of all rural Illinois to BHE Service Area age distributions.

Figure 3 A comparison of all rural Illinois to BHE Service Area education distributions.

Figure 4 A comparison of all rural Illinois to BHE Service Area occupation distributions.

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Figure 15 A display of the BHE student educational level distribution found in a random sample of 238 BHE students.

Figure 16 A display of the BHE student miles traveled daily to the college distribution in a random sample of 238 BHE students.

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Figure 20 A display of the BHE student present job to future occupation relationship distribution found in a random sample of 238 BHE students.

Figure 21 A display of the BHE student persons living in the student's residence distribution found in a random sample of 238 BHE students.

Figure 22 A display of the BHE student youngest child age for whom the student is financially responsible distribution found a random sample

of 238 BHE students.

Figure 23 A display of the BHE student reason for working distribution found in a random sample of 238 BHE students.

Figure 24 A display of the BHE student previous colleges attended before BHE distribution found in a random sample of 238 BHE students.

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61443

LONG-RANGE MASTER PLAN

1986-1989

INTRODUCTION

The Three-year Long-Range Master Plan is a statement of the prescriptive and necessary direction of educational services to improve recruitment, retention, curriculum, and instructional methods/delivery systems at Black Hawk College - East Campus. The plan begins with an outline of the planning process, a description of the planning environment, and delineation of planning assumptions. It includes a mission statement of the East Campus, the institutional goals, and the operational goals which are supported by specific objectives. All prescriptive goals and objectives have been developed in accordance with standard professional research practices.

PLANNING PROCESS

In July, 1985, BHE received notification of award of a $25,000 Federal Title III Strengthening Grant for creating a Long-Range Plan for the college. In the history of BHE no Long-Range Plan had ever been developed based on comprehensive research and study. A planning core group to administer the development of BHE's Long-Range Plan was established including:

Dr. Ronald F. Williams	President
Robert E. Lee	Project Director
Laverne Weidler	Recruitment Taskforce Chairperson
Carla Hillman	Retention Taskforce Chairperson
Paula Lee	Curriculum Taskforce Chairperson
Harry Wallace	Instructional Methods/Delivery Systems Taskforce Chairperson

Planning efforts were shared by faculty, administration, community persons, and students of BHE, with each of the aforementioned Taskforces being comprised of representatives of these four (4) groups. Both internal and external evaluators were involved in formative and summative evaluation of the development of the Long-Range Master Plan. Information on the activities of the Long-Range Planning group was provided to the faculty, staff, and the administrative council

through both personal and written methods. The method of this planning process/system provided representation from all segments to be involved in the development of the Long-Range Master Plan.

SURVEYS

Surveys, containing relevant planning questions, were delivered to seventeen different identifiable groups in the BHE Service Area. Groups surveyed included:

SURVEY GROUP	NUMBER OF RESPONDENTS
General Population 1	86
General Population 2	87
Businesses	73
Service Area Teachers	328
Program Advisory Groups	26
General Alumni	120
Current Students	238
Remedial Students not completing courses	41
Remedial Students completing courses	87
Students withdrawing from courses	86
Students withdrawing from school	91
AA/AS Alumni	115
Faculty	28
Administration	7
Staff	16
Board of Trustees	6
Other Illinois/U.S. Community Colleges	95
(17 Survey Populations)	(1530 respondents)

Survey respondent numbers were sufficiently high to establish at minimum a 90% degree of confidence in the received data with a standard error of +/- 10%; being sufficiently reliable and valid to make sound judgements in the planning process. Selected checking of non-response error indicated it to be minimal and in almost all cases tending toward the respondent data. Internal reliability measures (multiple correlations, split-half testing) indicated high reliability of the survey data.

The high overall rate of return (just over 40%) was facilitated through a $100.00 cash lottery drawing from among the returned surveys, which may have contributed to a higher than expected return rate. Inspection of returned surveys found less than 10 of the returns (not included in the respondent number above) to be inaccurately completed by respondents indicating strong construct validity of the surveys excluding the "Withdrawal from a Program" survey in which a survey construction error invalidated nearly 40 of the returns. Analysis of the Withdrawal from a Program survey was adjusted to account for survey construction errors.

CONSULTANTS

Two consultants were hired to assist in providing recommendations for subcomponents of the Long-Range Master Plan. Information provided by consultants included recruitment and marketing methods and instructional methods/delivery systems. Additionally, as part of the external evaluation contract, general consultation was provided. The consultants were:

Ms. Evelyn P. Burdick	Recruitment and Marketing, Triton College, Illinois
Dr. Forrest G. Wisely	Instructional Methods/Delivery Systems, Illinois State University, Illinois
Dr. William Piland	External Evaluator/General Consultation Illinois State University, Illinois
Dr. Ronald Shade	External Evaluator/General Consultation Lincoln College, Illinois
Dr. Ronald Hewitt	External Evaluator/General Consultation Henry/Stark Regional School District
Dr. Gary Harrison	External Evaluator/General Consultation Henry/Stark Regional School District

The pre-planning process was developed in general at a Title III Planning Retreat held during October, 1985 at Oregon, Illinois. The detailed planning process was developed by the Project Director following the Program Evaluation and Review Technique (PERT) which outlined all activities by taskforce by date for the duration of the planning. All research, taskforce planning, and recommendations were finished on, or about, June 15, 1986 and final reports from each Taskforce were delivered to the Project Director for final compilation during July - August, 1986. The present document - The Long-Range Master Plan - is an integrated compilation of each Taskforce's effort with some overall community college planning literature additions serving as a framework upon which to integrate the total plan.

PLANNING ENVIRONMENT

The information summarized in this section reflects segments of the internal and external environment of BHE. This background information addresses economic trends, demographic trends, and industry and community needs.

ECONOMIC TRENDS

The BHE Service Area (arbitrarily defined as "beginning at a line running north from Geneseo, Illinois to the north end of District #503 and southwest from Geneseo, Illinois to Aledo, Illinois, including Aledo, but not Geneseo, and moving eastward to include that portion of District #503 and the non-aligned territories of Stark and Bureau Counties, Illinois") is in the midst of the greatest economic transition since the Great Depression. Most of the sectors of the service area economy (Agriculture, Retail, Professional Services, Manufacturing) are in uninterrupted decline. Investigation of surrounding municipality newspapers reveal foreclosures

on farms, movement of manufacturing away from the area, closing of retail outlets, and moderate declines in professional services.

The evaluation of surrounding rural farm land has fallen sharply placing local agrarian residents in tenuous fiscal conditions. Efforts of surrounding communities to attract new businesses have essentially been fruitless. Finally, demographic shifts (to be discussed later) have drastically impacted the retail segment and have partially affected the professional services segment - in short, the general picture of the economy of the service area is bleak.

Interest rates have fallen to their lowest level in nearly eight years, yet there is no observable economic growth in the area. The economy of the service area is linked to many larger economic circumstances beyond the control of the local area including foreign trade deficits, the national debt and deficit, third world debt, etc. This indicates that no foreseeable economic growth in the area will occur in the near future given the current economic conditions. The conclusion from economic analysis can only indicate that the traditional economic sectors (agriculture, retail, manufacturing) of the area are no longer capable of maintaining the population base and that the economic transition occurring in the service area will only be resolved with a positive change in the local economy. The need for transition from an agriculture/manufacturing-driven economy to a service/technology-driven economy seems apparent.

Labor market supply/demand data support the premise that a transition from an agriculture/manufacturing-driven economy to a service/technology-driven economy is beginning to occur, albeit slowly. Service sector market demand exceeds supply in geriatric, elementary teaching aide, emergency medical technician, pre-school/kindergarten teaching aide, social services, food services, building maintenance, and physical therapy services. Technology sector market demand exceeds supply in electronics technology, truck and heavy equipment repair, office machine repair, and small appliance repair areas. Further analysis of occupational supply/demand data is consistent with the above examples.

DEMOGRAPHIC TRENDS

The population base of the BHE Service Area is approximately 57,000 persons of which 98.8% are white; 51.8% female; median age of 31.7 years; approximately 28% over age 25 not high school graduates; 2.85 persons per household; 3.25 persons per family; employed in manufacturing (26.6%), agriculture (16.3%), professional and related services (14.2%), and retail trade (13.4%); a median annual income of approximately $20,000 per household and approximately $7200 per year per capita.

Compared to the general rural Illinois population, the population base of the BHE Service Area contains .5% more whites; 1.9% more females; is one year older (median age); contains 6% more high school graduates; has approximately the same persons per household and family; contains 2.4% more manufacturing, 5.2% more agriculture, 2.3% less professional and related services, .7% less retail trade; with median annual incomes and per capita incomes approximately equal to the general rural Illinois population.

Referring to the economic trends discussion above, the BHE Service Area is behind the general rural Illinois populations' transition to a service/technology-driven economy as evidenced in

higher manufacturing and agriculture percentages and lower professional and related services percentages. The lower retail trade percentage supports the observation that closing of retail outlets is, in fact, occurring.

Trend analysis of the BHE Service Area demographics indicates the following:

1. the service area population's age is increasing
2. the service area population is lagging behind the general rural Illinois population in economic transitioning
3. the service area female population percentage is growing
4. the service area population as a whole is declining
5. the service area younger population percentage is declining.

Enrollments in BHE have declined approximately 7% per year for the last two years. Emmigration of the service area population as a whole and declining numbers of the younger population trends are expected to continue with obvious ramifications on BHE enrollments if BHE does not effect the Long-Range Master Plan.

The number of part-time students at BHE is expected to increase as a function of the slow economic transition now occurring. The primary market segments expected to enroll will be older and female, who are interested in specific courses for retraining and/or personal satisfaction.

The number of available in-district traditional age cohort students in the BHE service area is expected to slightly increase for two to three years and then sharply decline and not rebound to present levels until 1996. The number of out-of-district full-time traditional age cohort students at BHE is expected to slightly increase annually in the foreseeable future.

INDUSTRY AND COMMUNITY NEEDS

Nationally, the availability of training programs provided by community colleges has become an increasingly important consideration in business and industry's decisions to relocate or expand. It is apparent in examination of the service area's general inability to attract new businesses that BHE must become more active in establishing and maintaining working relationships with business, industry, and government agencies - not only to attract new businesses, but to KEEP current service area businesses. These relationships must be based on extremely flexible systems of service, and aggressive outreach on the part of BHE. Simply put, the time of BHE as a "place" has passed - the time of BHE as a "system" is here.

Relative to community needs, as seen above, the necessity for assisting the service area in economic development is apparent. In general terms, the needs of the community can best be met by BHE not only serving as an educational institution focusing on service/technology curriculum, but also by raising the consciousness of the service area to the need for the required shift. In more specific terms, again, BHE must not only provide extremely flexible systems of service, aggressive outreach, marketing, and public education, but also must provide leadership to and an example for the service area in provision of services and use of technology. BHE cannot expect the community to do that which BHE does not do.

PLANNING ASSUMPTIONS

Assumptions governing planning activities in the development of this Long-Range Master Plan included:

1. BHE must develop an integrated, community-responsive plan to guide the campus toward self-sufficiency - or face major reductions in its capabilities for provision of services to the community.

2. A Long-Range Master Plan could be developed which would lead the campus to self-sufficiency and focus increased service provision to the community.

3. All constituent groups of BHE pervasively agreed that a Long-Range Master Plan was necessary, would be utilized, and should be developed to the fullest extent possible.

4. Staffing of taskforces with representative members from faculty, administration, students, and community members would lead to broad consensus in acceptance of the finalized Long-Range Master Plan.

5. Rigorous employment of the standard scientific research method would disclose a fact-based Long-Range Master Plan.

6. Surveys from which information was gathered were to be constructed to yield valid and reliable information.

7. Surveying random samples of populations or total populations from 17 different groups would provide a measure of the degree of strength/weakness for elements of the plan across the "universe" of constituent groups.

8. Methods of analyzing data would be appropriately chosen and executed.

9. Interpretation of results of analyzed data would be correctly done.

10. Integration of the subcomponents of the final document would be appropriately done.

11. The Long-Range Master Plan would focus on what MUST BE DONE to address recruitment, retention, curricular, and instructional methods/delivery systems CHANGE to lead to self-sufficiency.

12. Finally, the Board of Trustees accepted the grant leading to the development of this present plan.

MISSION STATEMENT OF THE COLLEGE

The Black Hawk College District provides meaningful opportunities for individual growth in an ever-changing society. The College operates under the mandates and guidelines of the Illinois Board of Higher Education, the Illinois Community College Board, the Board of Trustees of District No. 503, and the standards and criteria of the North Central Association of Colleges and Schools. Within the resources available, the College offers career-oriented programs, liberal studies programs, university parallel programs, adult continuing education programs, and programs of related service and activities. The philosophy of the College is that each student be provided the opportunity to develop individual potential. It is the policy of the Board of Trustees that the College will strive to achieve excellence and to provide leadership in the higher education community.

MISSION STATEMENT OF THE EAST CAMPUS

The East Campus of Black Hawk College embraces the mission and purposes of the Black Hawk College District.

As part of the Black Hawk College District and its multi-campus system, the East Campus serves a region encompassing nine school districts in four counties. In contrast to the Quad-Cities Campus service region, which is primarily urban, the East Campus serves a predominately rural region. No town in the East Campus service region has a population which exceeds 16,000.

As the smallest public community college campus in the State of Illinois, BHE is in a unique position to provide opportunities and experiences to the student in a manner not often possible in larger, more complex institutions. Because of its small size and strong commitment to rural life, BHE is sensitive to student and community needs and has maintained a very individualized approach to instruction and student services.

As a comprehensive institution of higher education, the educational offerings and community service activities of BHE are geared toward, consistent with, and responsive to the unique needs of the campus service region.

Within the limitations of its financial resources, BHE is dedicated to fulfilling its mission and purposes.

LONG-RANGE MASTER PLAN GENERAL GOALS

01. To continue to support existing quality programs, student services and instructional support services.
02. To continue promoting a student-centered approach in all BHE services.
03. To enhance methods and systems which increase BHE recruitment.
04. To develop a more convenient admissions and registration system, which will make the college more accessible to the public.
05. To improve the orientation system for new students.
06. To develop an improved academic advising system.
07. To improve the marketing of BHE to the public, educational, and business/industrial communities.
08. To develop methods and systems which investigate and increase BHE student retention.
09. To develop a student career placement/planning service.
10. To augment, refine, and improve remedial/developmental education programs provided to students.
11. To develop an enhanced system to assist students in financial aid.
12. To initiate new and/or improved occupational programs based on student, general population, business/industry, area teacher, advisory groups, and alumni interest.
13. To establish, maintain, and utilize a system or systems of program review for evaluation, modification and/or deletion of programs and courses.
14. To develop new and/or expanded instructional delivery systems to be provided both on campus and at selected sites.
15. To continue to develop competencies for each vocational program.
16. To review BHE academic standards on a regular basis.
17. To expand computer assisted instructional capacities.
18. To sustain a strong emphasis on continuing education.
19. To pursue additional and alternative resources to bolster recruitment, retention, curriculum, and instructional methods/delivery systems development.
20. To use the planning process as a management tool.
21. To develop comprehensive full- and part-time staff development plans, which facilitate both individual improvement and attainment of institutional goals.

LONG-RANGE MASTER PLAN OPERATIONALIZED GOALS

01. To continue to support existing quality programs, student services and instructional support services.

- 01.1 Utilize advisory committees to assist with program development and to ensure programs relevant to existing needs.
- 01.2 Utilize district data or campus data on follow-up studies of students.
- 01.3 Develop a mechanism for incentives for faculty development.
- 01.4 Develop a local area computer network for coordination/ communications among all staff.
- 01.5 Provide funds for updating library (LRC) materials, media, operations, and staff to attend and monitor its use.
- 01.6 Develop an Instructional Technology Center to support faculty creation of more student-centered and flexible instructional methods and delivery systems
- 01.7 Continue procedures to assess employer satisfaction with the job performance of career program/certificate completers.
- 01.8 Publicize the program for awarding college credit for life experience.
- 01.9 Initiate special services to high academic achiever students.
- 01.10 Increase instructional materials to supplement classroom instruction.
- 01.11 Expand microcomputer capacities to students.

02. To continue promoting a student-centered approach in all BHE services.

- 02.1 Increase flexibility in scheduling to permit students to enter classes in non-traditional times.
- 02.2 Expand flexible scheduling to allow students to take short-term study.
- 02.3 Develop programs of study on evenings and weekends leading toward degree completion in a four (4) year period.
- 02.4 Develop computer course scheduling to reduce student schedule conflicts.
- 02.5 Develop a coordinated class schedule system that adequately meets student needs.
- 02.6 Continue to give students an opportunity to evaluate their courses and instructors every semester.
- 02.7 Provide students an opportunity to evaluate the institution's general delivery of services to the student every semester.
- 02.8 Develop and/or expand institutional recognition of the part-time student.

03. To enhance methods and systems which increase BHE recruitment.

- 03.1 Investigate methods of increasing student recruitment.
- 03.2 Support private development of student housing.
- 03.3 Improve methods of obtaining enrollment projections.
- 03.4 Enhance prospective student data base.
- 03.5 Increase institutional support of and commitment to the Recruitment Office and its activities.
- 03.6 Enhance recruitment.
- 03.7 Develop a system to track all students from first contact to enrollment.
- 03.8 Conduct recruitment-related follow-up studies.

04. To develop a more convenient admissions and registration system, which will make the college more accessible to the public.

- 04.1 Expedite the registration process for students.
- 04.2 Establish off-campus registration capabilities.
- 04.3 Prepare and implement an advisement/orientation package to be delivered to students upon first registration.
- 04.4 Establish off-campus on-site registration capabilities.
- 04.5 Continue to produce current class schedules and catalogs.

05. To improve the orientation system for new students.

- 05.1 Provide an effective new student orientation system which can be offered at any time during the year.

06. To develop an improved academic advising system.

- 06.1 Evaluate current advising system(s).
- 06.2 Develop information that supports the academic advising system.
- 06.3 Systematically provide advisement opportunities to students.

07. To improve the marketing of BHE to the public, educational, and business/industrial communities.

- 07.1 Market the service area-wide role of BHE.
- 07.2 Market BHE's ability to provide training for specific business and industry needs.
- 07.3 Use alumni to market the college.
- 07.4 Expand current internal marketing efforts.
- 07.5 Increase articulation with high school vocational programs.
- 07.6 Market programs of courses to business and agencies.
- 07.7 Promote and publicize General Studies.
- 07.8 Establish a question/answer handbook for BHE telephone operator use after hours.
- 07.9 Provide annual open houses for targeted groups.

08. To develop methods and systems which investigate and increase BHE student retention.

- 08.1 Investigate methods of increasing student retention.
- 08.2 Evaluate remedial courses.
- 08.3 Develop a plan to accomodate student learners who do not possess skills required to complete remedial courses.
- 08.4 Develop programs which increase student retention.
- 08.5 Assist in resolving student transportation problems.
- 08.6 Develop an attrition early warning system as a method of increasing retention.
- 08.7 Develop a system to track all students from first enrollment to degree/certificate completion or to stop/drop out.
- 08.8 Conduct retention-related follow-up studies.

09. To develop a student career placement/planning service.

- 09.1 Provide students with accurate labor market and career placement/planning information.
- 09.2 Investigate modification of the current Orientation course to include a Career and Educational Planning component.
- 09.3 Maintain liaison relationships with public and private employment agencies to identify current employment needs in the immediate service area.
- 09.4 Enhance job development through various systems.
- 09.5 Provide Guidance Information Services to students.

10. To augment, refine, and improve Remedial/Developmental Education Programs provided to students.

- 10.1 Use a College Retention Committee to continuously assess and provide recommendations guiding the Remedial/Developmental programs.
- 10.2 Expand the library of instructional software and supporting hardware for developing and/or remediating student skills.

11. To develop an enhanced system to assist students in financial aid.

- 11.1 Develop a data base to provide information to students on alternative sources of financial aid.
- 11.2 Enhance the work/study program at BHE.

12. Initiate new and/or improved occupational programs based on student, general population, business/industry, area teacher, advisory groups, and alumni interest.

- 12.1 Contingent upon funding, provide individual(s) in each division with incentives for new program development.

12.2 As appropriate to programs, utilize part-time instructors and/or consultants as resources for program development.
12.3 Regularly update college instructional equipment.
12.4 Develop specific new programs of high interest/demand.
12.5 Expand Joint Training and Partnership Act (JTPA) programs.

13. To establish, maintain, and utilize a system or systems of program review for evaluation, modification and/or deletion of programs and courses.

13.1 Continue program/course review procedures at the program level.
13.2 Continue advisory committee input in the program review process.
13.3 Utilize student follow-up data annually for program/division review and evaluation.
13.4 Utilize business and university follow-up data periodically for program review/evaluation in all programs.

14. To develop new and/or expanded instructional delivery systems to be provided both on campus and at selected sites.

14.1 Improve off-campus offerings.
14.2 Explore feasibility of offering evening and alternating weekend college.
14.3 Continue to employ faculty who possess high academic qualifications and valuable practical experience.
14.4 Continue to provide work-experience-oriented instruction in vocational programs.
14.5 Continue short-term, on-site, market-segment specific training.
14.6 Explore the possibility of utilizing administrative interns from regional universities as support for conducting research projects.
14.7 Encourage faculty to use portable multi-media materials packages to accompany new and existing programs.

15. Continue to develop competencies for each vocational program.

15.1 Review and revise competencies periodically as needed.
15.2 Establish competencies for all vocational courses.
15.3 Update and/or develop syllabi for all courses which clearly state learning expectations of students in behavioral terms.

16. Review BHE academic standards on a regular basis.

16.1 Review academic standards in all programs.
16.2 Review graduation requirements in each program every three years.

17. To expand computer assisted instructional capacities.

    17.1 Develop individual courses and increase modules of study utilizing Computer Aided Instruction.

18. To sustain a strong emphasis on continuing education.

    18.1 Enhance summer programs for school age youth.
    18.2 Enhance and/or continue development of the Dislocated Worker, Displaced Homemaker, and other programs.
    18.3 Develop non-credit courses and workshops with occupational/business/industry/local area teacher emphasis.
    18.4 Consider increasing General Studies and Vocational Skills enrollment categories.
    18.5 More aggressively market the General Educational Development (G.E.D.) program.
    18.6 Investigate cooperating with area school districts to provide opportunities for Gifted and Talented students.
    18.7 Investigate increasing upper-level and graduate-credit course offerings by four-year institutions using BHE facilities.

19. To pursue additional and alternative resources to bolster recruitment, retention, curriculum, and instructional methods/delivery systems development.

    19.1 Investigate strengthening the Recruitment Office to include a full-time Development Officer/Grants Writer.
    19.2 Continue to solicit donations from business and industry.
    19.3 Expand contacts through the alumni to acquire resources.
    19.4 Publish and widely market a "gift list" of needed items to which the general public may respond.
    19.5 Continue to develop proposals to foundations and granting bodies.
    19.6 Cooperatively assist community agencies to facilitate the economic transition of the service area.
    19.7 Solicit advertising on local radio, cable TV, and newspaper media.
    19.8 Investigate establishing an Institutional Research Office.

20. To use the planning process as a management tool.

    20.1 Continue the planning process as an integral part of the management process.
    20.2 Continue procedures for annual review and update of the planning environment, planning assumptions, and BHE goals.
    20.3 Continue to review and revise institutional objectives and activities on an annual basis.
    20.4 Continue administrative support for the master planning process.
    20.5 Coordinate the budgeting process with the planning process.

21. To develop comprehensive full- and part-time staff development plans, which facilitate both individual improvement and attainment of institutional goals.

    21.1 Place a high priority on staff development which is consistent with individual improvement and attainment of institutional goals.
    21.2 Develop goals and objectives for annual staff development planning.
    21.3 Provide staff with up-to-date information on recruitment, retention, curricula, and instructional methods information.
    21.4 Develop staff workshops.

Interpreting the Long-Range Plan

The reader is advised that, in interpreting the Long-Range Plan, the following assumptions are in effect:

1. In every task the Board of Trustees, Chancellor, and Campus President is ultimately responsible.
2. Tasks indicated to continue to 10/89 are to commence within one (1) month of start date and:
   be annually repeated until the end of the Plan,
   OR, be in effect until the end of the Plan,
3. Tasks indicating a window of time are to commence and end during that time window with the exception of (2.) above.

01. To continue to support existing quality programs, student services and instructional support services.

01.1 Utilize advisory committees to assist with program development and to ensure programs relevant to existing needs.

a. Continue to use Advisory Committees at least annually to ensure relevancy of existing programs.....Division Directors.....10/86-05/89

b. Develop or purchase an acceptable advisory committee handbook for distribution to advisors.....Administrative Council...10/86-05/87

c. Implement advisory committee handbook for proper utilization of advisory committees.....Division Directors.....05/87-10/89

d. Develop requirements for optimal utilization of advisory committees...President.....10/86-05/87

e. Meet all requirements for optimal utilization of advisory committees...Division Directors.....05/87-10/89

f. Expand advisory committees to include high school counselors as active members.....President, Division Directors.....10/86-05/87

g. Explore Advisory Committee for University Parallel Division.....Asst. Dean, U.P. Faculty....10/86-05/87

h. Establish Advisory Committee for all planned technology curricula.....Division Directors.....05/87-05/88

i. Explore establishing Advisory Committee for Campus-wide Curriculum.....President.....10/86-05/87

01.2 Utilize district data or campus data on all follow-up studies of students.

a. Determine and publicize to staff data available.....President.....10/86-05/87

b. Develop system(s) of locating, recording, and analyzing important data not available.....President, Trustees.....10/86-03/88

c. Utilize follow-up data to identify program strengths and areas for improvement.....Division Directors.....03/88-10/89

d. Utilize follow-up data to plan recruitment, advising and retention activities.....Student Services, Recruitment Office.....03/88-10/89

e. Continue follow-up studies of AA/AS graduates.....Student Services.....05/87-10/89

f. Expand follow-up studies to include AAS, Certificate graduates.....Student Services.....05/88-08/88

g. Continue follow-up studies of AAS, Certificate graduates.....Student Services.....08/88-10/89

h. Review all follow-up studies and implement changes as indicated.....President, Division Directors, Faculty.....05/87-10/89

01.3 Develop a mechanism for incentives for faculty development.

a. Explore the development of a faculty professional development contract.....President, Administrative Council.....10/86-05/87

b. Develop a formal system of incentives for faculty course development/improvement.....President, Division Directors.....10/86-05/87

c. Inform faculty of formal system of incentives for faculty course development/improvement.....Division Directors.....06/87-10/89

d. Implement faculty professional development incentives.....Division Directors.....06/87-10/89

01.4 Develop a local area computer network for coordination/communications among all staff.

a. Retain a consultant specialized in development of local area computer networks.....Business Office.....10/86-03/87

b.	Determine local area computer network system equipment requirements	Business	10/86-05/87
		Office, Consultant, Instructional Technology Review Committee	
c.	Determine local area computer network system software requirements	Business	10/86-05/87
		Office, Consultant, Instructional Technology Review Committee	
d.	Consider establishment of an Institutional Research capacity	President	10/86-05/87
e.	Determine adjunct supportive student recruitment, retention, curriculum, and instructional methods/delivery systems data necessary to/from staff and other areas	Administrative Council, Researcher	10/86-05/87
f.	Investigate linkage of local area computer network with District mainframe computer	Administrative Council, Researcher, Faculty	10/86-05/87
g.	Obtain equipment necessary for development of local area computer network	Business Office	07/87-12/87
h.	Conduct educational workshops and training with all staff regarding local area computer network operation	Business Office, Consultant	01/88-05/88
i.	Begin operation of local area computer network	Staff	01/88-06/88
j.	Publicize local area computer network to the service area	Public Information Office	06/88-10/89
k.	Conduct semi-annual reviews of local area computer network effectiveness	Computer Committee, Consultant	12/88-10/89

l. Conduct annual research on student recruitment, retention, curriculum, instructional methods/delivery and other identified areas.....Researcher....12/88-10/89

m. Institute modifications to local area computer network usage as indicated.....Researcher....12/88-10/89
Consultant

n. Institute modifications to recruitment, retention, curriculum, and instructional methods/delivery systems as indicated.....President.....12/88-10/89
Staff

01.5 Provide funds for updating library (LRC) materials, media, operations, and staff to attend and monitor its use.

a. Obtain additional funds through all available resources.....LRC Adm.....10/86-10/89
Grants Writer

b. Retain a consultant specialized in development of computerized data base systems.....LRC Adm.....10/86-03/87
Business Office

c. Determine computerized data base system software and equipment requirements.....LRC Adm.....10/86-05/87
Business Office, Consultant

d. Obtain equipment necessary for development of local area computer network.....Business.....06/87-12/87
Office, Procurement Officer

e. Conduct educational workshops and training with staff regarding computerized data base acquisi sition system operation.....LRC Adm.....01/88-05/88
Consultant

f. Begin on-line operation of computerized data base.....LRC Adm.....07/88-12/88

g. Publicize computerized data base system.....Public.....07/88-10/89
Information Office

h. Conduct annual reviews of computerized data base system effectiveness.....LRC Adm.....12/88-10/89
Instructional Technology Review Committee

i. Institute modifications to computerized data base system as indicated.....LRC Adm.....12/88-10/89
Consultant

j. Hire/Reassign support for development of LRC computerization.....President.....07/88-07/88
LRC Adm.

k. Develop an on-line media reservation and scheduling system through the local area computer network.....LRC Adm.....06/88-12/88
Consultant

l. Develop an on-line annotated media catalog of LRC video tape collection for local area computer network.....LRC Adm.....06/88-12/88
Consultant

m. Develop an on-line card catalog of LRC book collection for local area computer network.....LRC Adm.....06/88-12/88
Consultant

n. Develop a computer data base for LRC inventory control.....LRC Adm.....06/88-12/88
Consultant

o. Conduct educational workshops and training with all staff regarding new computerized services above.....LRC Adm.....11/88-02/89
Consultant

p. Go on-line with additional LRC computerized services.....LRC Adm.....01/89-03/89

01.6 Develop an Instructional Technology Center to support faculty creation of more student-centered and flexible instructional methods and delivery systems

a. Retain a consultant specialized in Instructional Technology and Center development.....Business.....10/87-03/88
Office

b. Hire an Instructional Technologist...President.....10/87-05/88

c.	Determine Instructional Technology Center equipment requirements	LRC Adm. Business Office, Consultant	10/87-05/88
d.	Determine Instructional Technologist staffing requirements	LRC Adm. Consultant	10/87-05/88
e.	Determine mechanisms to support faculty usage of the Instructional Technology Center (see 01.3 above)	President Administrative Council, Consultant Faculty	10/87-05/88
f.	Determine physical facilities to support the development of an Instructional Technology Center	LRC Adm. Business Office, Consultant	10/87-05/88
g.	Investigate linkages of the Instructional Technology Center and surrounding service area schools	President Regional Superintendent	10/87-05/88
h.	Determine incentives for service area schools to use Instructional Technology Center Services	President Regional Superintendent	10/87-05/88
i.	Ready physical facilities for development of Instructional Technology Center	Business Office	06/88-12/88
j.	Obtain equipment necessary for development of Instructional Technology Center	Business Office	06/88-12/88
k.	Conduct educational workshops and training with all staff regarding services of Instructional Technology Center	Instructional Technologist	01/89-05/89
l.	Conduct educational workshops and training with area school educators regarding services of Instructional Technology Center	Instructional Technologist	01/89-05/89

m. Begin staff usage of the Instructional Technology Center.....Staff.....06/89-12/89

n. Publicize Instructional Technology Center to service area.....Public.....06/89-10/89
Information Office

o. Conduct annual reviews of Instruction Technology Center effectiveness.....Instructional.10/89-XX/YY
Technologist, Instructional Technology Review Committee

p. Institute modifications to Instructional Technology Center services as indicated.....Instructional.10/89-XX/YY
Technologist, Consultant

01.7 Continue procedures to assess employer satisfaction with the job performance of career program/certificate completers.

a. Periodically survey employers to determine degree of satisfaction with program completers.....Researcher....10/86-10/89

01.8 Publicize the program for awarding college credit for life experience.

a. Determine courses conducive to experiential learning equivalents.....Division.....10/86-05/87
Directors, Curriculum Committee

b. Establish course equivalents for identified courses.....Division.....05/87-08/87
Directors, Faculty

c. Develop a marketing package for awarding credit for life experience..Public.....08/87-10/87
Information Office, Marketing Committee

d. Publicize experiential learning credit program to service area.....Public.....04/87-10/89
Information Office

e. Highlight experiential learning credit program in catalog.....Public.....04/87-10/89
Information Office

01.9 Initiate special services to high academic achiever students.

a. Develop an Honors Program.....Asst. Dean....10/86-05/87
Faculty

b. Investigate development of a Phi Theta Kappa local chapter.....Asst. Dean....10/86-05/87
Faculty

c. Investigate systems of academic competition between BHE students and other regional institutions.....Asst. Dean....10/86-05/87
Faculty

d. Continue all academic awards.....Asst. Dean....10/86-10/89
Faculty

e. Investigate development of additional academic awards.....Asst. Dean....10/86-05/87
Faculty

f. Continue publicity of high academic achievers to service area.....Public.....10/86-10/89
Information Office

01.10 Increase instructional materials to supplement classroom instruction.

a. Encourage faculty to identify courses in which supplemental material/ methods are necessary.....Division.....10/86-05/87
Directors

b. Encourage faculty to develop supplemental material in instruction....Division.....06/87-01/88
Directors

c. Conduct educational workshops and training with all staff regarding supplemental material development....LRC Adm.....01/88-05/88
Instructional Technologist

d. Publicize supplemental materials/ methods of instruction to service area.....Public.....08/88-10/89
Information Office

e. Assess effectiveness of supplemental instructional materials usage on recruitment and retention.....Instructional.10/89-XX/YY
Technologist, Researcher

f. Institute modifications to instructional materials usage as indicated.....Division.....10/89-XX/YY
Directors, Faculty

01.11 Expand microcomputer capacities to students.

a.	Retain a consultant specialized in development of microcomputer systems	Business Office	10/86-03/87
b.	Determine expanded microcomputer system software requirements	Computer Committee, Consultant, Faculty	10/86-05/87
c.	Determine expanded microcomputer system equipment requirements	Computer Committee, Consultant	10/86-05/87
d.	Determine supportive personnel for expanded microcomputer operations	Computer Committee, Consultant	10/86-05/87
e.	Determine supportive equipment and facilities for expanded microcomputer operations	Computer Committee, Consultant	10/86-05/87
f.	Obtain microcomputer equipment	Business Office	06/87-05/88
g.	Conduct educational staff workshops and training in microcomputer operation	Business Office, Consultant Instructional Technologist	01/88-05/88
h.	Begin operation of expanded microcomputer capacities	President All staff	06/88-12/88
i.	Publicize expanded microcomputer capacities to service area	Public Information Office	06/88-10/89
j.	Conduct annual review of microcomputer systems effectiveness	Instructional Technologist, Researcher	12/88-10/89
k.	Institute modifications to microcomputer systems usage/capacity as indicated	Computer Committee, Business Office, Appropriate Staff	12/88-10/89

02. To continue promoting a student-centered approach in all BHE services.

02.1 Increase flexibility in scheduling to permit students to enter classes in non-traditional times.

a. Conduct market segment interest studies to determine highly marketable and high attendance flexibly scheduled courses.....Division.....10/86-05/87
Directors, Public Information Office Recruitment Office

b. Develop a phased incorporation plan of flexibly scheduled courses targeting highly marketable courses in high probability enrollment divisions.....Division.....08/87-05/88
Directors, Public Information Office, Recruitment Office.

c. Encourage faculty to develop a course(s) which may be flexibly scheduled which is/are highly marketable, as determined by institutional market testing, through use of the faculty professional development incentives.....Division.....08/87-05/88
Directors

d. Continue to offer flexibly scheduled courses to the service area.....Division.....10/86-10/89
Directors

e. Conduct annual research on the student recruitment and retention effectiveness of the flexibly scheduled mode of delivery.....Instructional.12/88-10/89
Technologist, Researcher

f. Institute modifications to open-entry/open-exit usage as indicated...Division.....12/88-10/89
Directors, Faculty

02.2 Expand flexible scheduling to allow students to take short-term study.

a. Investigate offering selected short-term courses.....Division.....10/86-05/87
Directors, Curriculum Committee, Administrative Council

b. Investigate a weekend, split semester, one week and three week time blocks as possible alternates of short-term study.....Division.....10/86-05/87
Directors, Curriculum Committee, Administrative Council

c. Conduct market segment interest studies to determine highly marketable and high attendance short-term study courses.....Division.....10/86-05/87
Directors, Public Information Office, Recruitment Office

d. Develop a plan for offering short-term courses.....Division.....05/87-08/87
Directors, Public Information Office, Recruitment Office

e. Encourage faculty to develop short-term courses.....Division.....08/87-10/89
Directors

f. Publicize short-term courses to the service area.....Public.....08/87-10/89
Information Office

g. Offer short-term courses to the service area.....Division.....01/88-10/89
Directors

h. Conduct annual research on short-term courses as related to recruitment and retention effectiveness.....Instructional.12/88-10/89
Technologist, Researcher

i. Institute modifications to short-term course usage as indicated.....Division.....12/88-10/89
Directors, Faculty

02.3 Develop programs of study on evenings and weekends leading toward degree completion in a four (4) year period.

a. Determine courses needed for graduation which are not being offered during the traditional evening class schedule.....Division.....10/86-05/87
Directors, Faculty

b. Conduct market segment interest studies to determine highly marketable courses.....Public.....10/86-05/87
Information Office

c. Develop a plan of offering required courses during the evening and/or weekend.....Division.....10/86-05/87
Directors, Faculty

d. Offer required evening/weekend courses in a rotational system which does NOT exceed a two (2) academic year time frame.....Division.....08/87-10/89
Directors

e. Encourage faculty to teach evening/weekend courses.....Division.....06/87-10/89
Directors

f. Publicize "A Degree Totally in the Evening/Weekend" program to the service area.....Public.....06/87-10/89
Information Office

g. Offer evening/weekend courses to the service area.....Division.....08/87-10/89
Directors

h. Conduct annual research on evening/weekend courses as they relate to student recruitment and retention effectiveness.....Instructional.12/88-10/89
Technologist, Researcher

i. Institute modifications to evening/weekend degree program usage as indicated.....Division.....12/88-10/89
Directors, Faculty

02.4 Develop computer course scheduling to reduce student schedule conflicts.

a. Investigate development of computerized schedule building and simulation modules so as to maximize enrollments and faculty productivity...Business.....10/86-02/87
Office, Computer Committee

b. Locate appropriate software and/or mainframe capabilities to investigate course to course schedule conflicts.....Researcher....02/87-05/87

c. Investigate historical enrollment trends in and between courses to ascertain enrollment fluctuations resulting from direct competition....Researcher....10/86-05/87
Student Services

d. Develop a method of tracking course to course competition and enrollments so as to establish additional baseline data.....Researcher....10/86-05/87

e. Identify likely competing and enrollment dependent classes.....Researcher....06/87-08/87 Division Directors

f. Develop a systematic plan of rotating competitive classes to determine the effects on enrollments.....Researcher....06/87-08/87 Division Directors

g. Begin systematic rotation of probable competitive classes.....Division.....08/87-05/88 Directors

h. Determine competition reducing and total enrollment increasing patterns of class scheduling.....Researcher....08/87-05/89

i. Incorporate mainframe and local area computer network scheduling functions.....Business.....01/88-06/88 Office, Consultant

j. Develop scheduling patterns consistent with reducing competition and increasing enrollments.....Division.....06/88-08/88 Directors

k. Publish class offering schedules consistent with findings.....Public.....06/88-10/89 Information Office

l. Implement reduced conflict shedule...Division.....08/88-10/89 Directors, Faculty

02.5 Develop a coordinated class schedule system that adequately meets student needs.

a. Investigate procedures/methods for long range class scheduling.....Student.....10/86-05/87 Services

b. Obtain information from Division Directors which allows compilation of a yearly class schedule.....Student.....10/86-05/87 Services, Public Information Office

c. Develop a class schedule which provides class information for an entire year.....Student.....10/86-05/87 Services, Public Information Office

d. Provide a yearly class schedule to the service area.....Student Services, Public Information Office.....06/87-10/89

02.6 Continue to give students an opportunity to evaluate their courses and instructors every semester.

a. Evaluate the current course/instructor evaluation instrument.....Administrative Council, Faculty Senate...10/86-02/87

b. Modify the course/instructor student evaluation instrument based on evaluation.....Administrative Council, Faculty Senate...02/87-05/87

c. Continue to use student evaluations of instruction in both day and evening courses.....Division Directors.....10/86-10/89

02.7 Provide students an opportunity to evaluate the institution's general delivery of services to the student every semester.

a. Expand student evaluations to include questions concerning the institution's general delivery of services to the student.....Administrative Council, Faculty Senate...10/86-05/87

b. Investigate incorporation of student responses to institutional evaluation into the local area computer network.Business Office, Researcher.....10/86-10/89

c. Conduct annual reviews of student institutional evaluation using the local area computer network.....Administrative Council, Researcher...12/88-10/89

d. Institute modifications to student institutional evaluation questions as indicated.....Administrative Council, Researcher, Faculty Senate...12/88-10/89

e. Institute modifications to the Long-Range Plan as indicated.....President Planning Committee.....12/88-10/89

02.8 Develop and/or expand institutional recognition of the part-time student.

a. Investigate the possibility of a special award and/or recognition of outstanding part-time students....Marketing Committee.....10/86-05/87

03. To enhance methods and systems which increase BHE recruitment.

03.1 Investigate methods of increasing student recruitment.

a. Evaluate present recruitment methods.....Recruitment Office...10/86-01/87

b. Modify recruitment methods.....Recruitment Office...01/87-03/87

c. Coordinate all recruitment efforts of the college.....Recruitment Office...10/86-10/89

d. Continue annual evaluations of recruitment methods.....Recruitment Office...01/87-10/89

e. Develop and conduct student recruitment workshops with all staff.....Recruitment Office...03/87-10/89

f. Conduct follow-up recruitment studies.....Recruitment Office, Student Services...10/86-05/87

03.2 Support private development of student housing.

03.3 Improve methods of obtaining enrollment projections.

a. Investigate and recommend appropriate software which will allow enhanced enrollment projections.....Computer Committee, Student Services.....10/86-01/87

b. Purchase or develop appropriate software which will allow enhanced enrollment projections.....Student Services.....01/87-05/87

c. Institute an institution-wide commitment to growth at a minimum of two per cent (2%) per year in enrollment.....President Administrative Council.....10/86-10/89

d. Annually assess the adequacy of enrollment projection, recruitment quota, marketing quota effectiveness.....President.....10/86-10/89
Appropriate Committees

e. Modify enrollment projection, recruitment quota, marketing quota strategies as indicated.....President.....01/87-10/89
Appropriate Committees

03.4 Enhance prospective student data base.

a. Determine methods which will provide names, addresses, etc. for a prospective student data base.....Recruitment...10/86-05/87
Office

b. Expand prospective student data base.....Recruitment...01/87-10/89
Office

c. Evaluate the effectiveness of the prospective student data base as an aid to recruitment.....Recruitment...10/86-10/89
Office, Marketing Committee

d. Modify the prospective student data base as indicated.....Recruitment...06/87-10/89
Office, Marketing Committee

e. Incorporate the prospective student data base into the local area computer network.....Recruitment...01/88-06/88
Office, Consultant

03.5 Increase institutional support of and commitment to the Recruitment Office and its activities.

a. Formulate and generally articulate a written policy guiding the recruitment efforts of BHE.....President.....10/86-01/87
Administrative Council, Recruitment Office, Faculty Senate

b. Publicize to staff the policy guiding recruitment efforts of BHE.....Recruitment...01/87-02/87
Office

c. Appropriately fund annual recruitment activities.....President.....10/86-10/89
Business Office

d. Develop an annual recruitment plan for the institution.....Recruitment...10/86-10/89 Office

e. Implement the recruitment plan.....Recruitment...03/87-10/89 Office

03.6 Enhance recruitment.

a. Increase effectiveness of high school contacts by prior contacts with high school personnel.....Recruitment...10/86-10/89 Office

b. Increase effectiveness of direct mail campaigns and prospective student location.....Recruitment...10/86-10/89 Office

c. Inform all staff of their vested interests in assisting in, and actually recruiting new students.....President.....10/86-10/89 Recruitment Office

d. Conduct, at least annually, group meetings/workshops for Service Area High School counselors on the BHE campus.....Recruitment...10/86-10/89 Office, Student Services

e. Increase staffing of the Recruitment Office.....President.....05/87-08/87

f. Establish and maintain mail contact with selected Service Area high school juniors and seniors.....Recruitment...10/86-10/89 Office, Student Services

g. Establish and maintain contact with non-traditional students.....Recruitment...08/87-10/89 Office, Student Services

03.7 Develop a system to track all students from first contact to enrollment.

a. Retain a consultant skilled in the development of computerized student tracking systems.....Recruitment...10/86-05/87 Office, Student Services

b. Design the student tracking system model program so as to respond to the particular BHE situational requirements.....Student.....01/88-05/88 Services, Consultant

c. Pilot the student tracking system model program.....Student.....06/88-08/88 Services, Consultant

d. Implement the student tracking system model program.....Recruitment...08/88-10/88 Office, Student Services

e. Evaluate the student tracking system's effectiveness.....Recruitment...06/89-10/89 Office, Student Services, Consultant

f. Modify the student tracking system as indicated.....Recruitment...06/89-10/89 Office, Student Services, Consultant

03.8 Conduct recruitment-related follow-up studies.

a. Conduct studies which will address recruitment issues.....Recruitment...10/86-05/87 Office, Student Services

04. To develop a more convenient admissions and registration system, which will make the college more accessible to the public.

04.1 Expedite the registration process for students.

a. Eliminate any duplicate paperwork required of students.....Student.....10/86-05/87 Services

b. Simplify and/or provide a model to students in completing all forms.....Student.....10/86-05/87 Services

04.2 Establish off-campus registration capabilities.

a. Investigate feasibility of mail and telephone registration.....Student.....10/86-05/87 Services, Business Office

b. Develop mail and telephone registration procedures.....Student.....06/87-12/87 Services, Business Office

c. Implement mail and telephone registration.....Student.....01/88-10/89
Services

04.3 Prepare and implement an advisement/orientation package to be delivered to students upon first registration.

a. Develop an orientation packet to be provided to students upon their first registration which shall be used during the new student orientation meeting (held prior to student beginning a program).....Student.....10/86-05/87
Services

b. Include in the orientation packet a general orientation to each of the programs, each of the services, a class schedule, and a poster.....Student.....10/86-05/87
Services

04.4 Establish off-campus on-site registration capabilities.

a. Investigate feasibility of off-campus on-site matriculation and registration.....Student.....10/86-11/86
Services

b. Develop a system for facilitating on-site immediate matriculation and registration.....Student.....12/86-02/87
Services

c. Implement off-campus on-site matriculation and registration.....Student.....02/87-10/89
Services, Staff

04.5 Continue to produce current class schedules and catalogs.

a. Investigate the feasibility of development of a one (1) year class schedule to replace the current semester by semester class schedule.....Student.....10/86-05/87
Services

b. Incorporate marketing approach in class schedule which shows the many strengths of BHE.....Public.....10/86-10/89
Information Office, Marketing Committee

c. Investigate placement of BHE information in District class schedule....Public.....10/86-05/87
Information Office, Marketing Committee

d. Incorporate marketing approach in college catalog which shows the many strengths of BHE.....Public.....10/86-10/89
Information Office
Marketing Committee

05. To improve the orientation system for new students.

05.1 Provide an effective new student orientation system which can be offered at any time during the year.

a. Provide campus tours on an on-going basis.....Student.....10/86-10/89
Services

b. Increase usage of Student Ambassadors in new student orientation.....Student.....10/86-05/87
Services

c. Develop multi-media presentations to augment new student orientation.....Student.....10/86-05/87
Services, Public Information Office, Recruitment Office

d. Develop capabilities to provide off-campus on-site orientations.....Student.....10/86-10/89
Services, Recruitment Office, Public Information Office

06. To develop an improved academic advising system.

06.1 Evaluate current advising system(s).

a. Conduct advisor meetings to evaluate the current advising system(s).....Student.....10/86-02/87
Services, Advisors

b. Modify advising system based upon evaluations.....Student.....02/87-05/87
Services, Advisors

06.2 Develop information that supports the academic advising system.

a. Develop and distribute an Advisor Handbook.....Student.....02/87-07/87
Services, Advisors

b. Conduct Advisor Handbook training....Student.....09/87-10/87
Services, Advisors

c. Utilize Advisor Handbook in student registration.....Advisors.....11/87-10/89

d. Develop a data base to support academic advising.....Student.....08/87-06/88
Services, Consultant

e. Investigate the feasibility of additional faculty serving as advisors to students within those faculty members' program(s).....Administra-...10/86-05/87
Council, Faculty

06.3 Systematically provide advisement opportunities to students.

a. Investigate an advisement sign-off procedure in the registration process to record that an advisement opportunity has been provided to each student each semester.....Student.....05/87-10/89
Services

07. To improve the marketing of BHE to the public, educational, and business/industrial communities.

07.1 Market the service area-wide role of BHE.

a. Continue to expand the role of the marketing committee in the promotion of BHE services.....Public.....10/86-10/89
Information Office

b. Formulate and generally articulate a written policy guiding the marketing efforts of BHE.....President.....10/86-01/87
Administrative Council, Faculty Senate, Marketing Committee

c. Develop and appropriately fund a separate budget for marketing of the campus.....President.....10/86-01/87
Public Information Office, Marketing Committee

d. Develop a marketing plan on an annual basis for the campus.....Public.....10/86-10/89
Information Office, Marketing Committee

e. Implement the annual marketing plan for the campus.....Public.....10/86-10/89
Information Office, Marketing Committee

f. Conduct annual reviews of marketing effectiveness.....President.....03/87-10/89
Administrative Council, Marketing Committee

g. Institute modifications to marketing plan as indicated.....Public.....03/88-10/89
Information Office, Marketing Committee

07.2 Market BHE's ability to provide training for specific business and industry needs.

a. Develop an individualized marketing package for each major occupational program which promotes the program beyond informational brochures.....Public.....10/86-10/89
Information Office, Marketing Committee

07.3 Use alumni to market the college.

a. Contact alumni to monitor career/professional development.....Public.....10/86-10/89
Information Office

b. Use BHE alumni career/professional development as a marketing tool.....Public.....01/87-10/89
Information Office

07.4 Expand current internal marketing efforts.

a. Develop a marketing-dedicated institutional philosophy.....President.....10/86-03/87
Public Information Office

b. Publicize internally BHE's marketing-dedicated philosophy through repeated highlighting of marketing during professional staff meetings...President.....01/87-10/89
Public Information Office

c. Encourage each division to develop annual written recommendations on marketing.....Division.....10/86-10/89
Directors, Administrative Council

07.5 Increase articulation with high school vocational programs.

a. Identify high school vocational educational courses which are not presently articulated.....Vocational....10/86-10/89
Division Directors

b. Develop a written policy for high school vocational course articulation.....President.....10/86-05/87
Administrative Council

c. Increase articulation with high school vocational courses.....President.....06/87-10/89
Vocational Division Directors

d. Publicize articulation program to the service area.....Public.....01/87-10/89
Information Office

e. Conduct annual reviews of articulation program effectiveness.....President.....03/87-10/89
Administrative Council

f. Institute modifications to articulation program as indicated.....Vocational....03/88-10/89
Division Directors

07.6 Market programs of courses to business and agencies.

a. Continue to develop a list of courses needed by business/industry/agencies.BRAC.....10/86-10/89
Office

b. Continue to offer courses/programs to business/industry/agencies.....BRAC.....10/86-10/89
Office, Division Directors, Faculty

c. Develop a marketing plan to increase enrollment in business/industry/agency courses/programs.....Public.....10/86-05/87
Information Office, Marketing Committee

d. Continue to market courses/programs to service area business/industry/agencies.....Public.....05/87-10/89
Information Office, Marketing Committee

07.7 Promote and publicize General Studies.

a. Develop a marketing plan for General Studies.....Public.....10/86-05/87
Information Office, Marketing Committee

b. Market General Studies to service area.....Public.....05/87-08/88
Information Office, Marketing Committee

c. Continue marketing of General Studies to service area.....Public.....08/88-10/89
Information Office, Marketing Committee

07.8 Establish a question/answer handbook for BHE telephone operator use after hours.

a. Develop a listing of most likely asked questions by students about BHE.....Telephone.....10/86-01/87
Operator/Receptionist, Public Information Office, Marketing Committee

b. Publish and disburse the question/answer handbook to staff.....Public.....01/87-05/87
Information Office

07.9 Provide annual open houses for targeted groups.

a. Annually establish a prioritized list of targeted groups.....Recruitment...10/86-10/89
Office, Administrative Council

b. Develop an appropriate informational open house agenda.....Public.....10/86-10/89
Information Office, Recruitment Office, Administrative Council

c. Conduct an annual open house.....Public.....03/87-05/87
Information Office, Recruitment Office, Administrative Council

d. Continue the annual open house.....Public.....05/87-10/89
Information Office, Recruitment Office, Administrative Council

08. To develop methods and systems which investigate and increase BHE student retention.

08.1 Investigate methods of increasing student retention.

a. Appoint a Retention Committee to assess, provide recommendations, and assist in BHE systems changes which increase student retention.....President.....10/86-12/86

b. Develop a student retention workshop.....Retention.....12/86-05/87
Committee

08.2 Evaluate remedial courses.

a. Assess and provide recommendations for the Remedial/Developmental programs.....Retention.....12/86-05/87 Committee, Remedial/Developmental Faculty

b. Assess the basic skills required to complete remedial courses.....Retention.....12/86-05/87 Committee, Remedial/ Developmental Faculty

c. Evaluate the instructional methods used in remedial courses.....Retention.....12/86-10/89 Committee, Remedial/ Developmental Faculty

d. Modify instructional methods used in remedial instruction as indicated.....Remedial/.....05/87-10/89 Developmental Faculty

08.3 Develop a plan to accomodate student learners who do not possess skills required to complete remedial courses.

a. Investigate alterations in remedial courses for students not capable of succeeding in current remedial courses.....Retention.....12/86-05/87 Committee, Remedial/ Developmental Faculty

b. Investigate and recommend changes in placement students in remedial courses.....Retention.....12/86-05/87 Committee, Remedial/ Developmental Faculty

Focus investigations on:

(a) ASSET Placement test criteria score cut-offs
(b) Advising recommendations
(c) Development of some minimal base-line skills which must be possessed by students for remedial services entry

08.4 Develop programs which increase student retention.

a. Investigate feasibility of an adult learner reintegration program.....Retention.....10/86-05/87 Committee, Student Services

b. Investigate feasibility of peer tutoring assistance program.....Retention.....10/86-05/87
Committee, Student Services

c. Investigate a peer counseling assistance program.....Retention.....10/86-05/87
Committee, Student Services

d. Investigate a new student integration program.....Retention.....10/86-05/87
Committee, Student Services

e. Develop retention increasing programs indicated from feasibility studies...Retention.....08/87-05/88
Committee, Student Services

f. Implement retention increasing programs developed.....Student.....08/88-10/89
Services

08.5 Assist in resolving student transportation problems.

a. Investigate development of transportation alternatives for students.....Student.....10/86-05/87
Services

b. Develop transportation alternatives for students as indicated.....Student.....10/86-05/87
Services

08.6 Develop an attrition early warning system as a method of increasing retention.

a. Investigate the literature and locate attrition early warning system model programs.....Retention.....10/86-05/87
Committee, Student Services

b. Determine an early warning system model program which is consistent with the needs of BHE students and BHE systems.....Retention.....10/86-05/87
Committee, Student Services

c. Develop an intervention component as a part of the early warning system.....Student.....10/86-07/87
Services, Retention Committee

d. Pilot the early warning system.....Student.....08/87-12/87
Services

e. Implement the early warning system...Student.....01/88-05/88
Services

f. Evaluate the early warning system's effectiveness.....Retention.....06/88-10/89
Committee, Student Services

g. Modify the early warning system model program to increase its effectiveness and its usage.....Retention.....05/89-10/89
Committee, Student Services

08.7 Develop a system to track all students from first enrollment to degree/certificate completion or to stop/drop out.

a. Retain a consultant skilled in the development of computerized student tracking systems.....Student.....10/87-10/88
Services

b. Design the student tracking system model program so as to respond to the particular BHE situational requirements.....Retention.....01/88-05/88
Committee, Student Services, Consultant

c. Pilot the student tracking system model program.....Student.....06/88-08/88
Services, Staff

d. Implement the student tracking system model program.....Student.....08/88-12/88
Services, Staff

e. Evaluate the student tracking system model program's effectiveness.....Retention.....06/89-10/89
Committee, Student Services

f. Modify the student tracking system model program to increase its effectiveness and its usage.....Student.....08/89-10/89
Services, Consultant, Retention Committee

08.8 Conduct retention-related follow-up studies.

a. Conduct studies which will address retention issues.....Retention.....10/86-05/87
Committee

09. To develop a student career placement/planning service.

09.1 Provide students with accurate labor market and career placement/planning information.

a.	Assign responsibility for centralizing labor market and career placement/planning information	President	10/86-10/86
b.	Develop a method for distributing labor market and placement/planning information to students	Administrative Council	11/86-01/87
c.	Investigate computer methods for student placement/planning guidance	Computer Committee, Business Office	01/87-06/87
d.	Conduct educational workshops and training with all staff regarding student placement information	Student Services	01/87-05/87
e.	Prepare reports on placement statistics each semester	Student Services	01/87-10/89
f.	Conduct annual surveys of BHE stustudents on employment status and needs	Student Services	04/87-10/89
g.	Publicize student placement/planning services to service area	Public Information Office	05/87-10/89
h.	Provide student placement/planning/ labor market services to service area	President, All staff	08/87-10/89
i.	Use local area computer network to keep labor market and career placement/planning information up to date	Student Services, Staff	06/88-10/89
j.	Conduct annual research on effectiveness of Student Placement/Planning Services on student recruitment and retention	Student Services, Researcher	06/88-10/89
k.	Institute modifications to Student Placement/Planning Services as indicated	Student Services	07/88-10/89

09.2 Investigate modification of the current Orientation course to include a Career and Educational Planning component.

a. Ascertain feasibility of modification of the Orientation course to include additional components.....ALC Adm.....10/86-05/87
Orientation Faculty

b. Contingent upon results of feasibility studies modify the Orientation course.....ALC Adm.....08/87-12/87
Orientation Faculty

09.3 Maintain liaison relationships with public and private employment agencies to identify current employment needs in the immediate service area.

a. Ascertain those agencies, either public or private, providing career placement services to residents of the service area.....Student.....10/86-12/86
Services

b. Develop liaison relationships with those agencies, either public or private, providing career placement services.....Public.....01/87-10/89
Information Office, Student Services

c. Maintain referral relationships with placement agencies.....Student.....05/87-10/89
Services

09.4 Enhance job development through various systems.

a. Establish systems for bringing personnel recruiters on campus for selected programs.....Student.....06/87-12/88
Services

b. Develop and initiate an annual "Jobs Fair" targeting current students and surrounding area high schools.....Student.....06/87-10/89
Services, Recruitment Office

09.5 Provide Guidance Information Services to students.

a. Evaluate career interest inventories currently used by BHE as well as new ones which can be ordered.....Student.....10/86-05/87
Services

b. Select those instruments that are best suited to the needs of BHE students, are computerized expert systems that self score and provide information directly to the student, and can be integrated into a career planning process.....Student.....05/87-01/88 Services, Consultant

c. Procure Guidance Information Services instruments.....Student.....01/88-06/88 Services, Business Office

d. Offer Guidance Information Services to students.....Student.....06/88-10/89 Services

10. To augment, refine, and improve remedial/developmental education programs provided to students.

10.1 Use a College Retention Committee to continuously assess and provide recommendations guiding the remedial/developmental programs.

a. Appoint a College Retention Committee to assess and provide recommendations for the remedial/developmental programs.....President.....10/86-01/87

b. Assess the basic skills needed for successful completion of programs....Retention.....01/87-05/87 Committee

c. Assess the basic skills required in remedial courses.....Remedial/.....01/87-05/87 Developmental Faculty, Retention Committee

d. Conduct education workshops with staff on remedial education.....Retention.....08/87-10/89 Committee, Remedial/Developmental Faculty

e. Develop competencies for remedial courses.....Remedial/.....08/87-12/87 Developmental Faculty, Retention Committee

f. Conduct annual research on the effectiveness of remedial courses on student recruitment and retention....Instructional.10/89-XX/YY Technologist, Researcher

g. Modify remedial courses as indicated.....Remedial/.....10/89-XX/YY
Developmental Faculty

10.2 Expand the library of instructional software and supporting hardware for developing and/or remediating student skills.

a. Investigate the addition of software specifically designed to address development and/or remediation needs.....Remedial/.....10/86-10/89
Developmental Faculty, Retention Committee

b. Obtain staff recommendations for purchase of development/remediation software.....ALC Adm.....10/86-05/87
Retention Committee

c. Obtain equipment necessary for development/remediation software operation.....Business.....06/87-12/87
Office

d. Obtain development/remediation software.....Business.....06/87-12/87
Office

e. Include all development/remediation software in campus software directory.....LRC.....06/87-12/87
Staff

f. Continue usage of remedial/developmental software.....Faculty.....06/88-10/89

g. Conduct annual reviews of remedial/developmental software effectiveness.....Instructional.12/88-10/89
Technologist, Researcher

h. Institute modifications to remedial/developmental software library as indicated.....Remedial/.....12/88-10/89
Developmental Faculty

11. To develop an enhanced system to assist students in financial aid.

    11.1 Develop a data base to provide information to students on alternative sources of financial aid.

    a. Investigate the availability and procurement of financial aids data bases containing extensive numbers of alternative grants, loans, scholarships, etc.....Financial Aids Office, Consultant.....10/86-04/87

    b. Implement data base use in financial aids assistance.....Financial Aids Office.....06/87-12/87

    11.2 Enhance the work/study program at BHE.

    a. Investigate feasibility of enhancing the work/study program.....Financial Aids Office.....10/86-05/87

    b. Investigate alternative funding sources for work/study funding.....Recruitment Office...10/86-10/87

    c. Increase work/study placements.....Financial Aids Office.....10/87-10/89

12. Initiate new and/or improved occupational programs based on student, general population, business/industry, area teacher, advisory groups, and alumni interest.

    12.1 Contingent upon funding, provide individual(s) in each division with incentives for new program development.

    a. Determine a means of allocating incentives and total incentives needed for new/improved program development.....Division Directors, Curriculum Committee, Administrative Council.....10/86-05/87

    b. Identify specific persons who wish to participate in new program development.....Division Directors.....10/86-05/87

    c. Implement incentive program for programs development.....Division Directors.....08/87-12/87

    d. Continue incentive program for programs development.....Division Directors.....12/87-10/89

12.2 As appropriate to programs, utilize part-time instructors and/or consultants as resources for program development.

a. Develop a method of utilizing part-time faculty to develop programs, particularly in areas of expertise not now possessed by full-time faculty.....Division Directors.....10/86-05/87

b. Create a list of part-time instructors and potential consultants as resources for program areas.....Division Directors.....10/86-05/87

12.3 Regularly update college instructional equipment.

a. Retain a consultant specialized in instructional equipment assessment/development.....Business Office.....10/86-03/87

b. Develop a listing of instructional equipment needs in existing programs.....Division Directors, Faculty.....10/86-05/87

c. Develop a listing of instructional equipment needs in new programs.....Division Directors, Faculty, Consultant.....06/87-10/89

d. Detail expenses required to upgrade equipment in existing programs.....Division Directors, Business Office.....06/87-12/87

e. Detail expenses required to provide equipment in new programs.....Division Directors, Business Office.....06/87-12/87

f. Formulate an equipment procurement plan prioritizing program equipment.....President Division Directors, Faculty, Business Office.....06/87-12/87

g. Begin prioritized equipment procurement.....Business Office.....01/88-06/88

h. Continue to update equipment based on service area constituents, advisory group, consultant, and student input.....President Business Office.....06/88-10/89

i. Provide educational workshops and media to staff relative to developments in both existing and new program areas.....Instructional Technologist.06/88-10/89

12.4 Develop specific new programs of high interest/demand.

a. Investigate new program developments in the areas of:

High Technology:.....President, Division Directors, Consultant, Faculty, Administrative Council, Recruitment Office, Public Information Office.....10/86-05/87

(a) Computerized Accounting
(b) Computer and Data Processing Technology
(c) Office Machine Repair
(d) Small Appliance Repair

Health Services:.....President, Division Directors, Consultant, Faculty, Administrative Council, Recruitment Office, Public Information Office.....10/86-05/87

(e) Geriatrics
(f) Registered Nursing
(g) Emergency Medical Technology
(h) Social Work Services
(i) Physical Therapy

Miscellaneous Services:.....President, Division Directors, Consultant, Faculty, Administrative Council, Recruitment Office, Public Information Office.....10/86-05/87

(j) Truck and heavy equipment repair
(k) Food Services
(l) Building Maintenance
(m) Metal Fabrication Technology

Child Related Services:.....President.....10/86-05/87
Division Directors, Consultant, Faculty, Administrative Council, Recruitment Office, Public Information Office

(n) Elementary School Teaching Aides
(o) Child Care Services
(p) Pre-school/Kindergarten Teaching Aides

b. Prioritize development of new programs.....Division.....10/86-10/89
Directors, Faculty

c. Initiate development of new programs.....Division.....10/86-10/89
Directors, Faculty

d. Develop equipment requirements for prioritized programs.....Division.....10/86-05/87
Directors, Consultant, Faculty

e. Develop staffing requirements for prioritized programs.....Division.....10/86-05/87
Directors, Consultant, Faculty

f. Initiate program(s) development.....Division.....10/86-05/87
Directors, Faculty

g. Procure resources necessary for new programs.....Business.....10/86-10/89
Office

h. Continue public relations/marketing/sales of new programs developed.....Public.....10/86-10/89
Information Office, Recruiting Office

i. Offer new programs to service area as programs are developed.....President.....08/87-10/89
Division Directors, Faculty

12.5 Expand Joint Training and Partnership Act (JTPA) programs.

a. Initiate formal discussions with JTPA representatives designed to determine new programs (if any) which may be funded through JTPA.....President.....10/86-05/87
Division Directors

13. To establish, maintain, and utilize a system or systems of program review for evaluation, modification and/or deletion of programs and courses.

13.1 Continue program/course review procedures at the program level.

a. Develop reports detailing the program review process to be distributed by the President.....Division.....10/86-12/86
Directors, Faculty

b. Review all recent evaluations done by external agencies.....Division.....12/86-02/87
Directors, Faculty

c. Write a summary report detailing external/internal recommendations for program improvements.....Division.....02/87-05/87
Directors, Faculty

d. Provide copies of written summaries detailing the proposed details of appropriate change to the President for distribution.....Division.....06/87-08/87
Directors, Faculty

e. Continue annual review at the program level.....Division.....08/87-10/89
Directors, Faculty

13.2 Continue advisory committee input in the program review process.

a. Use advisory committee input in the annual program review process.....Division.....10/86-05/87
Directors, Administrative Council, Faculty

b. Continue annual advisory committee input in program review.....Division.....06/87-10/89
Directors, Administrative Council, Faculty

13.3 Utilize student follow-up data annually for program/division review and evaluation.

a. Build student follow-up data into each program review and evaluation system.....Division.....10/86-10/89
Directors, Administrative Council, Faculty

b. Conduct annual surveys of an appropriate sample size of students in each program to obtain valid data for program review and evaluation.....Division.....05/87-10/89
Directors, Administrative Council, Faculty, Instructional Technologist, Researcher

c. Distribute results of follow-up studies to Advisory Committees.....Division.....10/87-10/89
Directors, Administrative Council

d. Develop a system for analyzing follow-up study data.....Business.....10/86-05/87
Office, Consultant, Computer Committee

13.4 Utilize business and university follow-up data periodically for program review/evaluation in all programs.

a. Build business and university follow-up data into each program review and evaluation system.....Division.....10/86-05/87
Directors, Administrative Council

b. Conduct periodic surveys of an appropriate sample size of businesses and universities in each program to obtain valid data for program review and evaluation.....Division.....05/87-10/89
Directors, Administrative Council, Faculty, Instructional Technologist, Researcher

c. Distribute results of follow-up studies to Advisory Committees.....Division.....05/87-10/89
Directors, Administrative Council

d. Develop a system for analyzing follow-up study data.....Business.....10/86-05/87
Office, Consultant, Computer Committee

14. To develop new and/or expanded instructional delivery systems to be provided both on campus and at selected sites.

14.1 Improve off-campus offerings.

14.2 Explore feasibility of offering evening and alternating weekend college.

14.3 Continue to employ faculty who possess high academic qualifications and valuable practical experience.

a. Continue to encourage faculty to attend seminars and workshops to keep pace with changing technology in their respective disciplines.....Division.....10/86-10/89
Directors

14.4 Continue to provide work-experience-oriented instruction in vocational programs.

a. Investigate work experience as a portion of the curriculum for each career degree program.....Division.....10/86-05/87
Directors

b. Develop work experience expectations for each appropriate career degree program.....Division.....10/86-05/87
Directors, Faculty

c. Explore with administration, faculty, and advisory committees integration of work experience into appropriate career degree program offerings.....Division.....10/86-05/87
Directors, Faculty

d. Explore development of a business/college cooperative arrangement in which currently employed students may fulfill work experience requirements at their present job site.....Division.....10/86-05/87
Directors, ERAC Office

e. Develop a student work experience "bank" in cooperation with service area businesses.....Division.....10/86-05/87
Directors, ERAC Office

f. Develop additional faculty/student work experience monitoring systems as necessary.....Division.....10/86-05/87
Directors, Faculty

g. Conduct annual reviews of work experience instructional effectiveness.....Division.....05/88-10/89
Directors, Instructional Technologist

h. Conduct annual participating businesses conference to improve effectiveness of work experiences....Division.....05/88-10/89
Directors, Instructional Technologist

i. Institute modifications of work experience curriculum as indicated.....Division.....06/88-10/89
Directors, Instructional Technologist

14.5 Continue short-term, on-site, market-segment specific training.

a. Investigate area business training needs on a yearly basis.....BRAC.....10/86-10/89
Office

b. Develop a service area business training needs Advisory Council.....BRAC.....10/86-06/87
Office

c. List business training needs yearly.....BRAC.....10/86-05/87
Office, Advisory Council

d. Develop course topics and course credit appropriate for meeting training needs of businesses.....BRAC.....10/86-05/87
Office, Division Directors

e. Encourage faculty participation in development of training courses to be provided for area businesses...Division.....05/87-10/89
Directors

f. Encourage faculty participation in delivery of training courses to area businesses.....Division.....05/87-10/89
Directors

g. Conduct training courses on-site at area businesses.....Division.....08/87-10/89
Directors, Faculty

h. Conduct annual reviews of service area business training courses' effectiveness.....Division.....05/88-10/89
Directors, Instructional Technologist, Researcher

i. Conduct annual participating businesses conference to improve effectiveness.....ERAC.....05/88-10/89
Office, Division Directors, Instructional Technologist

j. Institute modifications of service area business training courses as indicated.....ERAC.....06/88-10/89
Office, Instructional Technologist, Faculty

14.6 Explore the possibility of utilizing administrative interns from regional universities as support for conducting research projects.

a. Investigate the utilization of administrative interns from universities at the campus.....President.....10/86-05/87
Asst. Dean

b. Incorporate utilization of university administrative interns where appropriate.....President.....08/87-10/89
Asst. Dean

14.7 Encourage faculty to use portable multi-media materials packages to accompany new and existing programs.

a. Develop and conduct faculty workshops regarding multi-media materials production and usage.....LRC Adm.....08/87-05/88
Instructional Technologist

b. List multi-media materials production desired by faculty.....LRC Adm.....01/88-05/88

c. Begin production of multi-media materials to be used in instruction and/or other institutional services.....LRC Adm.....06/88-12/88
Instructional Technologist

d. Continue production of multi-media materials to be used in instruction and/or other institutional services.....LRC Adm.....12/88-10/89
Instructional Technologist

e. Determine additional equipment needs of faculty with which to produce/present multi-media materials for/to students, both on and off-campus.....LRC Adm.....01/88-06/88
Instructional Technologist, Faculty

15. Continue to develop competencies for each vocational program.

15.1 Review and revise competencies periodically as needed.

a. Conduct annual reviews of program competencies by appropriate advisory committees and staff.....Division.....01/87-10/89
Directors, Faculty

b. Develop formal mechanisms for review and revision of program competencies as programs and courses are added and/or modified.....Division.....01/87-10/88
Directors, Academic Standards Committee

c. Review and revise competencies as courses and programs are developed and/or modified.....Division.....01/87-10/89
Directors, Academic Standards Committee, Faculty

d. Ensure course competencies are up-to-date as courses are modified.....Division.....01/87-10/89
Directors, Faculty

e. Conduct yearly evaluations of program competencies.....Division.....01/87-10/89
Directors, Academic Standards Committee, Faculty

15.2 Establish competencies for all vocational courses.

a. Develop vocational course competencies as program competencies are established.....Division.....02/87-10/87
Directors, Faculty

b. Ensure development of course competencies for all vocational courses.Division.....02/87-10/89
Directors, Faculty

c. Establish time frames for faculty to develop competencies for all vocational courses.....President.....12/86-02/87

d. Coordinate the exchange of program and course competency development information between participating groups.....President.....02/87-10/87

e. Develop formal mechanisms for review and revision of course competencies as programs and courses are added and/or modified.....Division.....01/88-10/89
Directors, Academic Standards Committee, Faculty

f. Conduct yearly evaluations of program and course competencies versus student performance and modify competencies accordingly.....Division.....01/88-10/89
Directors, Academic Standards Committee, Faculty

15.3 Update and/or develop syllabi for all courses which clearly state learning expectations of students in behavioral terms.

a. Establish time frames for faculty to develop syllabi stating competencies for all courses.....President.....12/86-02/87

b. Develop syllabi stating competencies in behavioral terms.....Division.....02/87-10/87
Directors, Faculty

c. Ensure development of syllabi stating competencies for all vocational courses.....Division.....02/87-10/87
Directors, Faculty

d. Continue development of syllabi stating competencies as new courses are established.....Division.....02/87-10/87
Directors, Curriculum Committee, Faculty

e. Develop formal mechanisms for review and revision of course syllabi competencies.....President.....01/88-10/89
Division Directors, Academic Standards Committee, Faculty

16. Review BHE academic standards on a regular basis.

16.1 Review academic standards in all programs.

a. Develop mechanisms which review the academic standards in each program...Administra-...10/86-05/87
tive Council,
Academic Standards
Committee

b. Investigate strategies to increase academic rigor.....Administra-...10/86-12/87
tive Council,
Academic Standards
Committee

c. Develop formal mechanisms for annual review and revision of academic rigor of each program.....Administra-...01/87-05/88
tive Council,
Academic Standards
Committee

d. Review the academic rigor of each program.....Division.....05/87-08/87
Directors, Faculty

e. Implement strategies to increase program-wide academic rigor as indicated from reviews.....Division.....08/87-05/88
Directors, Faculty

f. Implement formal mechanisms for review and revision of academic rigor of each program.....Administra-...08/89-10/89
tive Council,
Academic Standards
Committee

16.2 Review graduation requirements in each program every three years.

a. Examine the ratio of 100 to 200 level courses required for graduation in all programs relative to the requirements of comparable institutions.....Student.....10/86-05/87
Services, Academic
Standards Committee

b. Consider a computer literacy requirement for graduation to be achieved by course(s) and/or by certification examination(s) of students.....Administra-...10/86-05/87
tive Council,
Instructional Technology
Committee

c. Modify the 100 to 200-level ratio course requirements as a result of investigations.....President.....06/87-08/87
Student Services, Academic Standards Committee

17. To expand computer assisted instructional capacities.

17.1 Develop individual courses and increase modules of study utilizing Computer Aided Instruction.

a. Formulate a campus-wide policy/philosophy regarding computer aided instruction to guide expansion of alternative methods of delivery.....President.....10/86-05/87
Division Directors, Curriculum Committee, Administrative Council, Faculty

b. Determine specific college course and/or college skill areas where computer aided instruction develoopement is appropriate.....Division.....10/86-05/87
Directors, Faculty, Curriculum Committee

c. Determine specific software/hardware requirements to appropriately support computer aided instruction develoopement.....Instructional.10/86-08/87
Technology Committee, Consultant, Business Office

d. Develop a college-wide implementation plan of computer assisted instruction targeting both courses and student skills.....Instructional.06/87-12/87
Technology Committee, Administrative Council

e. Procure equipment necessary for development of computer aided instructional delivery .....Business.....01/88-06/88
Office

f. Conduct educational workshops and training with all staff regarding computer aided instruction systems, methods, and practices.....Instructional.01/88-06/88
Technologist, Consultant

g. Offer expanded CAI to students.....Faculty.....08/88-12/88
h. Publicize computer assisted instruction to service area.....Public.....06/88-10/89
Information Office
i. Conduct annual reviews of CAI effectiveness relative to recruitment and retention.....Instructional.10/89-XX/YY
Technology Committee, Researcher
j. Institute modifications to CAI usage as indicated.....Instructional.10/89-XX/YY
Technologist, Faculty

18. To sustain a strong emphasis on continuing education.

18.1 Enhance summer programs for school age youth.
a. Investigate providing summer programs for school age youth in areas not now being offered.....Division.....10/86-02/87
Directors, Curriculum Committee, Administrative Council
b. Develop programs utilizing current facilities.....Division.....10/86-03/87
Directors, Faculty
c. Produce brochure(s) to advertise additional summer programs for school age youth.....Public.....03/87-03/87
Information Office
d. Request permission for distribution of brochure(s) to public school districts.....Public.....03/87-05/87
Information Office
e. Request distribution of brochure(s) at identified high-visibility community sites.....Public.....03/87-05/87
Information Office
f. Offer additional Summer school-age youth program(s).....Division.....05/87-08/87
Directors, Faculty
g. Continue to augment summer school-age youth programming and holding summer school-age youth programs.....Division.....08/87-10/89
Directors, Faculty

18.2 Enhance and/or continue development of the Dislocated Worker, Displaced Homemaker, and other programs.

a. Investigate a more direct involvement in provision of displaced worker services with the Quad City Campus.....President.....10/86-05/87
Administrative Council

b. Investigate application for a BHE DW/DH grants.....Administra-...10/86-05/87
tive Council,
Recruiting Office

c. Investigate new curricula to improve DW/DH assistance effectiveness in the BHE service area.....Administra-...10/86-05/87
tive Council, Division
Directors

d. Research successful programs and federal guidelines on retraining workers.....Recruitment...10/86-05/87
Office

e. Apply for BHE DW/DH grants.....Recruitment...06/87-10/89
Office

f. Contingent upon funding, develop DW/DH programs.....President.....06/87-10/89

g. Offer DW/DH programs' services to service area.....President.....01/88-10/89

h. Inform staff of Federal, State, and Local Requests for Proposals (RFPs) and other grant-related information..Recruiting....10/86-10/89
Office

i. Route the Federal Register to grant writing staff.....LRC. Adm.....10/86-10/89

18.3 Develop non-credit courses and workshops with occupational/business/industry/local area teacher emphasis.

a. Investigate the specific needs of business and industry relative to non-credit course(s) and/or workshops.....BRAC.....10/86-05/87
Office

b. Investigate the specific needs of local area teachers relative to non-credit course(s) and/or workshops.....Student.....10/86-05/87
Services

c. Submit business/industry needs list to President.....BRAC.....03/87-05/87
Office

d. Submit local area teachers needs list to President.....Student.....03/87-05/87
Services Office

e. Develop non-credit course(s) and/or workshop s to meet business/ industry needs currently not being met.....BRAC.....06/87-08/87
Office, Division Directors, Faculty

f. Develop non-credit course(s) and/or workshops to meet local area teacher needs currently not being met.....Student.....06/87-08/87
Services, Division Directors, Faculty

g. Provide non-credit courses and/or workshops to meet business/ industry needs.....BRAC.....08/87-10/89
Office, Division Directors, Faculty

h. Provide non-credit courses and/or workshops to meet local area teachers needs.....Division.....08/87-10/89
Directors, Faculty

18.4 Consider increasing General Studies and Vocational Skills enrollment categories.

a. Investigate the current status of the General Studies and Vocational Skills enrollment categories.....Student.....10/86-05/87
Services

b. Validate the demographics of the current student population.....Student.....10/86-05/87
Services

c. Investigate potential for increases in funding to support program developments in both General Studies and Vocational Skills enrollment categories.....Recruitment...10/86-05/87
Office

d. Investigate development of non-credit courses in General Studies and Vocational Skills.....Division.....01/87-05/87
Directors, Faculty

e. Conduct market segment interest studies to determine highly marketable and high attendance General Studies and Vocational Skills courses.....Public.....10/86-05/87
Information Office

f. Develop a plan of offering General Studies and Vocational Skills targeting highly marketable courses.....Division.....06/87-10/87
Directors

g. Encourage faculty to develop a course(s) for General Studies and Vocational Skills.....Division.....06/87-10/89
Directors

h. Publicize General Studies and Vocational Skills courses to service area.....Public.....08/87-10/89
Information Office

i. Offer General Studies and Vocational Skills courses to the service area...Division.....01/88-10/89
Directors, Faculty

j. Conduct annual research on the effectiveness of the General Studies and Vocational Skills courses on student recruitment and retention.....Instructional.12/88-10/89
Technologist, Researcher

k. Institute modifications to General Studies and Vocational Skills course usage as indicated.....Division.....12/88-10/89
Directors

18.5 More aggressively market the General Educational Development (G.E.D.) program.

a. Conduct feasibility study of increasing provision of G.E.D. services....ALC Adm.....10/86-01/87
Recruitment Office

b. Conduct a market segment interest study to determine methods of increasing enrollment in G.E.D. courses.....Public.....02/87-05/87
Information Office

c. Investigate alternative methods of offering G.E.D. courses (including home study and off-campus sites).....ALC Adm.....06/87-10/89
Public Information Office

d. Publicize the G.E.D. program to the service area.....Public.....08/87-10/89
Information Office

e. Offer G.E.D. program services to the service area.....President.....10/86-10/89

f. Conduct annual research on the effectiveness of the G.E.D. method on student recruitment and retention.....Instructional.12/88-10/89
Technologist, Researcher

g. Institute modifications to G.E.D. service delivery methods as indicated.....ALC Adm.....12/88-10/89
Faculty

18.6 Investigate cooperating with area school districts to provide opportunities for gifted and talented students.

a. Contact the Regional Superintendents' Offices to solicit input/support for developing gifted and talented educational support to the local districts.....President.....10/86-05/87

b. Conduct feasibility studies relative to provision of gifted and talented educational support to the local districts.....President.....10/86-05/87
Regional Superintendents, Board of Trustees

c. Formulate a plan for providing services to gifted and talented students.....President.....06/87-12/87
Regional Super-Council, intendents, Board of Trustees

d. Encourage faculty to develop materials for gifted and talented students.....Division.....06/87-10/89
Directors

e. Publicize the Gifted and Talented Educational Support Program to the service area.....Public.....08/87-10/89
Information Office

f. Offer Gifted and Talented Educational Support Program to the service area.....President.....01/88-10/89
Division Directors, Faculty

g. Conduct annual research on the effectiveness of the Gifted and Talented Educational Support Program on student recruitment and retention.....Instructional.12/88-10/89
Technologist, Researcher

h. Institute modifications to Gifted and Talented delivery system as indicated.....Division.....12/88-10/89
Directors, Faculty

18.7 Investigate increasing upper-level and graduate-credit course offerings by four-year institutions using BHE facilities.

a. Investigate development of "2 + 2" linkages with additional universities.....Administra-...10/86-05/87
tive Council, Student Services

b. Continue to increase number of upper-level and graduate-credit courses offered using BHE facilities.....Student.....10/86-10/89
Services

c. Continue to increase number of participating universities offering upper-level and graduate-credit courses using BHE facilities.....Administra-...10/86-10/89
tive Council, Student Services

19. To pursue additional and alternative resources to bolster recruitment, retention, curriculum, and instructional methods/delivery systems development.

19.1 Investigate strengthening the Recruitment Office to include a full-time Development Officer/Grants Writer.

19.2 Continue to solicit donations from business and industry.

a. Expand and cultivate new linkages with business and industry.....Recruitment...10/86-10/89
Office

b. Form linkages with state and regional businesses and industries.....Recruitment...10/86-10/89 Office

c. Continue to share resources with local business and industry.....Recruitment...10/86-10/89 Office

d. Solicit resources from appropriate business and industry for new/existing programs.....Recruitment...10/86-10/89 Office

19.3 Expand contacts through the alumni to acquire resources.

a. Investigate the feasibility of increasing alumni donations.....Recruitment...01/87-08/87 Office

b. Continue efforts to locate alumni....Recruitment...10/86-10/89 Office, Student Services

c. Develop a plan of contacting alumni to encourage them to make donations..Recruitment...03/87-08/87 Office, Public Information Office Office

d. Systematically contact alumni to encourage them to make donations.....Recruitment...09/87-10/89 Office, Public Information Office

19.4 Publish and widely market a "gift list" of needed items to which the general public may respond.

a. Compile a resource "gift list".....Recruitment...10/86-10/89 Office, Faculty

b. Publish the resource "gift list".....Public.....03/87-10/89 Information Office

c. Market the resource "gift list" and circulate the list to appropriate groups.....Recruitment...03/87-10/89 Office, Public Information Office

d. Expand the Memorial and Bequest program.....Recruitment...03/87-10/89 Office

19.5 Continue to develop proposals to foundations and granting bodies.

a. Investigate addition of a Development Officer to staff.....President.....10/86-10/87 Administrative Council

b. Assign responsibility for grant proposals generation.....President.....10/86-10/86
Administrative Council

c. Develop a systematic method for tracking funding programs and requests for proposals (RFPs).....President.....10/86-01/87
Administrative Council

d. Encourage staff to assist in the regular development of grant proposals.....President.....10/86-10/89
Administrative Council, Division Directors

e. Conduct annual reviews of grants procurement effectiveness.....President.....05/87-10/89
Recruitment Office

f. Institute modifications to grants procurement methods as indicated.....President.....05/87-10/89
Recruitment Office

19.6 Cooperatively assist community agencies to facilitate the economic transition of the service area.

a. Seek grants which assist the economic transition of the service area.....Recruitment...10/86-10/89
Office

b. Investigate additional assistance to economic transition of the service area.....Recruitment...10/86-10/89
Office

c. Publicize cooperative assistance to community agencies.....Public.....01/87-10/89
Information Office

19.7 Solicit advertising on local radio, cable TV, and newspaper media.

a. Investigate provision of additional public service announcements (PSA)...Public.....10/86-10/89
Information Office

b. Develop and produce materials to be used by local media.....Public.....01/87-10/89
Information Office

c. Distribute materials to media.....Public.....06/87-10/89
Information Office

19.8 Investigate establishing an Institutional Research Office.

a. Determine institutional research requirements.....President.....10/86-03/87
Appropriate Committees

b. Consider hiring an institutional researcher.....President.....10/86-03/87

20. To use the planning process as a management tool.

20.1 Continue the planning process as an integral part of the management process.

20.2 Continue procedures for annual review and update of the planning environment, planning assumptions, and BHE goals.

a. Maintain a current three (3) year Long-Range Master Plan.....President.....10/87-10/89

20.3 Continue to review and revise institutional objectives and activities on an annual basis.

20.4 Continue administrative support for the master planning process.

a. Submit annually the BHE Master Plan to District Administration for review.....President.....10/86-10/89

b. Produce and publish annually the BHE Master Plan for distribution to BHE staff.....President.....10/86-10/89
Administrative Council, Public Information Office

20.5 Coordinate the budgeting process with the planning process.

a. Establish timeline and procedures to relate planning processes to budget processes.....President.....10/86-05/87
District Office, Administrative Council, Division Directors

21. To develop comprehensive full- and part-time staff development plans, which facilitate both individual improvement and attainment of institutional goals.

21.1 Place a high priority on staff development which is consistent with individual improvement and attainment of institutional goals.

a. Formulate a written policy prioritizing staff development consistent with attainment of institutional goals.....President.....10/86-01/87
Administrative Council
Faculty Senate

b. Increase funding to budgets which provide staff development.....President.....10/86-01/88
Administrative Council, Business Office

21.2 Develop goals and objectives for annual staff development planning.

a. Identify staff development theme(s) for each of the three (3) years of the Long-Range Plan.....President.....10/86-01/87
Administrative Council, Faculty Senate

b. Inform all staff of staff development themes.....President.....01/87-01/87
Administrative Council, Faculty Senate

c. Conduct Professional Staff meetings annually wherein some meetings include staff development activities related to institutional goals.....President.....10/86-10/89

d. Conduct staff development workshops consistent with the goals of the Long-Range Plan.....Appropriate...10/86-10/89
Staff

21.3 Provide staff with up-to-date information on recruitment, retention, curricula, and instructional methods information.

a. Conduct professional staff meetings which include information on recruitment, retention, curricula, and instructional methods.....President.....10/86-10/89

21.4 Develop staff workshops.

a. Continue staff workshops that will train staff to use new equipment and services which are developed during the Long-Range Plan.....Appropriate...10/86-10/89
Staff

b. Develop workshops designed to provide all staff with an operative knowledge of service area social assistance/ intervention resources.....Appropriate...10/86-10/89
Staff

c. Develop administrative workshops that will present information on long-range planning as a management tool.....Appropriate...10/86-10/89
Staff

d. Develop workshops designed to provide all staff with an operative knowledge of activities which enhance marketing, recruitment, and retention.....Appropriate...10/86-10/89
Staff

e. Develop faculty workshops that will present adult learning techniques and delivery systems.....Appropriate...10/86-10/89 Staff

f. Develop faculty workshops that will present new instructional methods as they emerge.....Appropriate...10/86-10/89 Staff

g. Develop workshops designed to focus on student advisement practices and information.....Appropriate...10/86-10/89 Staff

SUMMARY

This Long-Range Plan has been developed on an empirical basis, i.e., what can BHE do to increase recruitment, increase retention, improve curricula, and improve instructional methods/delivery systems. It is understood that this plan will require concerted effort on the part of every single individual employed on the campus in its development - the very first governing assumption in the development of this Long-Range Master Plan was:

> BHE must develop an integrated, community-responsive plan to guide the campus toward self-sufficiency - or face major reductions in its capabilities for provision of services to the community.

The broad consensus across all populations surveyed indicates that development of this Long-Range Plan over the next three years is not only necessary, but is in fact, desired. From the service area general population to the Board of Trustees, from BHE students to service area business and industry - all groups desire enhancement and improvement of BHE services. Being limited only by resource availability, it is the professional responsibility of the College and more specifically BHE, as a comprehensive post-secondary educational institution, to meet the needs and desires of its constituency.

Certainly, effecting the Long-Range Plan is, by no means, a guarantee that growth will result. It can be stated, however, that based on investigative efforts, the Long-Range Plan, will if implemented increase recruitment, increase retention, improve curricula, and improve instructional methods and delivery systems. The goal of growth can be obtained if each employee, from the bottom to the top, provides dedicated support to and implementation of the Long-Range Plan.

ERIC CLEARINGHOUSE FOR JUNIOR COLLEGES FEB 27 1987